The importance of understanding Turkish consumers' behaviors to determine the most convenient adaptation strategy for global companies which plan to enter into Turkish market.

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ABSTRAK

Cílem této práce je poskytnout základní informace o tureckých spotřebitelích. Tyto informace jsou důležité pro stanovení strategie při pronikání na Turecký trh zahraničními společnostmi a investory. Dle mého soudu se jedná o jednu z klíčových marketingových strategií, kterou je nutno zvolit při pronikání na místní trh. Úspěch adaptačního plánu je založen na úrovni informací o situaci na cílovém trhu a profilu místních spotřebitelů. Pokud investor zná všechny potřebné prvky je na dobré cestě na tomto trhu uspět. V mé diplomové práci chci objasnit priority Tureckých spotřebitelů, které jsou definovány kulturním a historickým pozadím, při nákupu zboží nebo služeb. Závěrem lze říci, že Turečtí spotřebitelé mají rozdílné nákupní zvyklosti, očekávání a postoje, bez jejichž podrobném prozkoumání není možno při vstupu na tento trh ze zahraničí uspět.

Klíčová slova: Kultura, mezinárodní marketing, adaptace, Turecká kultura, chování Tureckých spotřebitelů.

ABSTRACT

The purpose of this thesis is to provide the essential information regarding Turkish consumers' profile for foreign investors, companies etc. who/which want to make business in Turkey. While entering into a foreign market, in my opinion, one of the most important marketing strategies is adaptation. A successful adaptation plan depends on the level of information about the target market's actual situation and the local consumer's profile. If an investor knows all the necessary elements concerning these two issues, being successful in adaptation is not that much hard. Therefore, as a Turkish, I want to demonstrate what Turkish people expect from a product or service in relation to their cultural, historical background. As a result, the main conclusion is that, Turkish consumers have very interesting purchasing habits, expectations and attitudes towards products/services which are supposed be examined carefully by the foreign investors.

Keywords: Culture, international marketing, adaptation, Turkish culture, Turkish consumer behavior.

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MASTER'S THESIS ASSIGNMENT
(PROJECT, ARTWORK, ARTISTIC PERFORMANCE)

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Thesis Topic: **The Importance of Understanding of Turkish Consumers' Behaviors to Determine the Most Convenient Adaptation Strategy for Global Companies which Plan to Enter Turkish Market**

Thesis Guidelines:

1. Introduction
2. Theoretical part
In this part, it will be focused on the fields of culture, international marketing and adaptation. This chapter will help to understand these topics: differences between cultures, how the cultural factors affect consumer behaviors, the main rules of international marketing and the structure of adaptation. When this part is written, it was used the statistics from reliable sources such as books from university libraries, newspaper articles, magazine publications, related academic dissertations and so on as secondary data.
3. Project part
In the project part, it will be analyzed Turkish consumers' behavior in terms of all aspects and evaluated them in real examples. This chapter will be also comprised the specific marketing tactics which are logical to use in Turkey. The essential information for primary data was collected from Turkish consumers and some Turkish Localization Service Agencies.
4. Conclusion

Thesis Extent:

Appendices:

Form of Thesis Elaboration: **printed/electronic**

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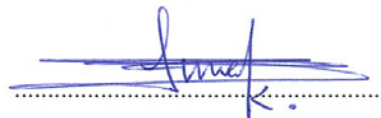# Master Thesis Author Statement

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1

INTRODUCTION

One of the main objectives of this thesis is to examine how important marketing strategy is for multinational companies in terms of adapting themselves to the market they are willing to operate. The second objective is analyzing Turkish consumers' behaviors for guiding the companies which want to fulfill their Turkish consumers' demands with their products or services.

In the theoretical part, it will be focused on the fields of culture, international marketing and adaptation. This chapter will help to understand these topics: differences between cultures, how the cultural factors affect consumer behaviors, the main concepts of international marketing and the structure of adaptation. When this part is written, it was used the statistics from reliable sources such as books from university libraries, newspaper articles, magazine publications, related academic dissertations etc. as secondary data.

If I am to sum up, it will be analyzed Turkish consumers' behaviors in terms of all aspects and evaluated them in real examples. This chapter will be also comprised the specific marketing tactics which are logical to use in Turkey. The essential information for primary data was collected from Turkish consumers and some Turkish localization service agencies.

In the short, this thesis targets to be kind a guide book for multicultural companies which see Turkish market as a new opportunity and plan to make business there by understanding Turks' needs and wants. As a Turkish, I believe that, this thesis will provide interesting and useful information for these companies. Hopefully, I can bring a new point of view to the field of adaptation issue; thanks to this paper.

THE RESAERCH QUESTIONS

1) How culture impacts consumer behaviors?

2) Why adaptation is necessary in international marketing?

3) How Turkish culture impacts Turkish consumers' behaviors?

4) How Turkish consumers purchase?

5) What Turkish consumers want?

6) What are Turkish consumers' needs?

7) What is Turkish consumers' attitude towards adaptation strategy?

BACKGROUND INFORMATION

When I was studying in Czech Republic, I was living in a student dormitory. There were many international students from different countries all over the world live in this dormitory. During that time, I noticed that everyone have their specific needs in relation to their culture. And then, I thought that sometimes to make business with only standardization strategy might be impossible. Beside the standardization, to fulfill the customers' expectations from different cultures, the adaptation strategy might be a must. Also, I realized that to fulfill the peoples' needs is mostly about to understand of them very well. Thus, I chose my thesis topic which is combination of these two connected issues; the importance of adaptation in international marketing and to understand of target customers' cultural structure. I wanted focus on Turkish consumers for case study, because I can empathize with them easily.

I. THEORY

1 CULTURE

Culture as a concept is very difficult to define. There are lots of definitions for culture from the different perceptions. Hofstede's (1980) definition is perhaps the best know: "Culture is complex, but it is not chaotic; there are clearly defined patterns to be considered. Culture is the collective programming of the mind which distinguishes the members of one human group from another". [1]
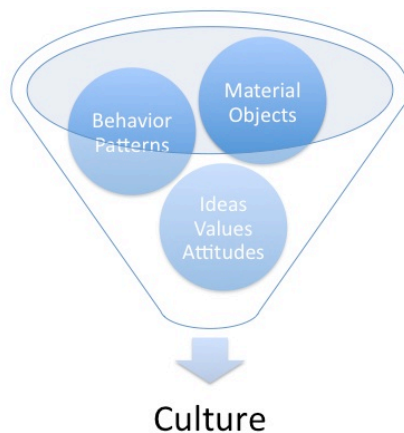
Figure: 1

1.1 Cultural dimensions

"Dimensions of Culture" is a widely accepted an important industry tool that is used to measure and analyze cultural differences. One of the commonly used dimensions belong Geert Hofstede. The cultural data which he used in his research was initially collected from IBM employees from 70 countries, then further enhanced with data from commercial airline pilots and students in 23 countries, civil service managers in 14 counties, "upmarket" consumers in 15 countries and "elites" in 19 countries. The contributions from all this research data validated earlier findings and helped Hofstede to develop a model that identifies four primary "Dimensions of Culture" to assist in differentiating cultures. A fifth dimension was added after conducting an additional international study developed with Chinese employees and managers, and was applied to 23 countries.

According to Hofstede, each culture must deal with questions that can be resolved according to a series of dimensions, which results in a unique gestalt for each society, depending on the intensity of its tendency towards one or another end of each culture dimension spectrum.

1.1.1   Individualism

In the individualistic societies, personal successes and individual rights are quite important. People see themselves as a single and independent actor. People are expected to stand up for themselves and their immediate family, and to choose their own affiliations. For example, US society is individualistic.

In contrast, in the collectivist societies, the stress is put on group rather than individuals. People see themselves as part of a group at a deep level. People have large extended families, which are used as a protection in exchange for unquestioning loyalty. For example, Japan society is collectivist.

1.1.2   Power Distance

Power distance is the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally.

In the low power distance cultures, power relations are more consultative or democratic. Subordinates can be in the process of decision making with their opinions, ideas and critiques. For example, Israel has a low power distance culture.

In contrast, in the high power distance cultures, power relations are more autocratic and paternalistic. Persons' position in the hierarchical formation is so significant, when they want to involve to process of decision making. For example, Latin and Asian cultures are high power distance.

1.1.3 Masculinity

According to Hofstede's definition, masculinity is distribution of emotional roles between the genders.

In the masculine societies such as Hungary, Austria and Switzerland, the differences between the genders are quite dramatic. Man should be assertive, though, successful and woman should me more modest, tender, concerned with the quality of life. The values of life are based on competitiveness, assertiveness, materialism, ambition and power. In contrast, in the feminine societies such as Norway and Sweden, the roles of man and woman overlap, both are supposed to be modest, tender and concerned with the quality of life. Feminine cultures place more value on relationships and quality of life. As a result of the taboo on sexuality in many cultures, particularly masculine ones, and because of the obvious gender generalizations implied by Hofstede's terminology, this dimension is often renamed by users of Hofstede's work, e.g. to Quantity of Life vs. Quality of Life.

Figure 3.1 Power Distance Versus Individualism

Figure 5.1 Masculinity Versus Uncertainty Avoidance
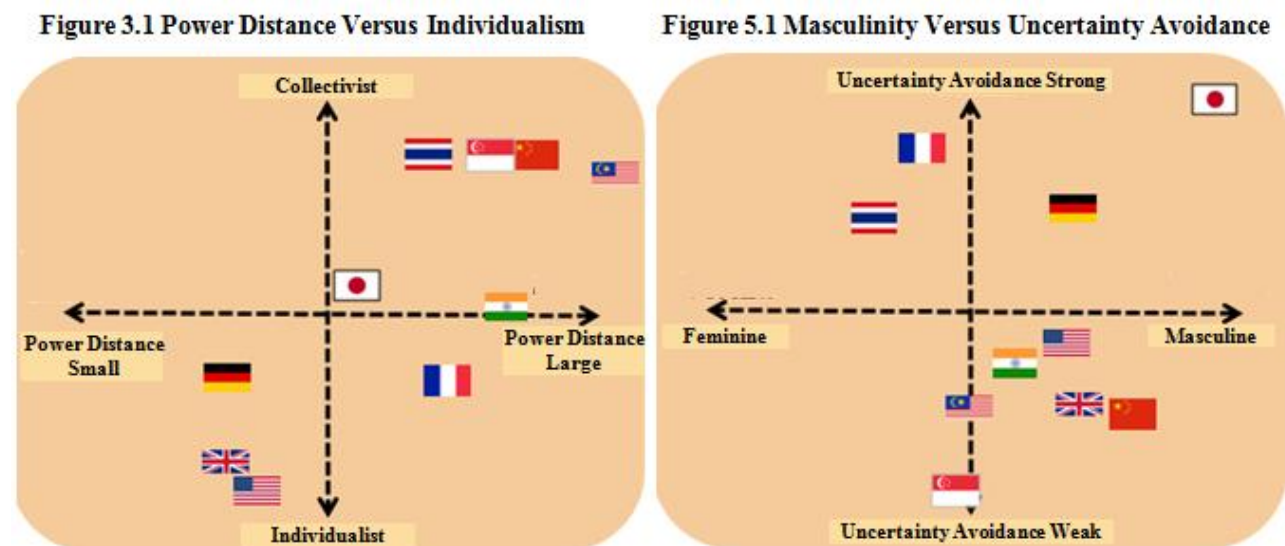
Cultures and Organizations, Software of the Mind (Geert Hofstede 2004)

Figure: 2

1.1.4 Uncertainty Avoidance

Hofstede defines the uncertainty avoidance as a society's tolerance for uncertainty and ambiguity. People in cultures with weak uncertainty avoidance tend to be more pragmatic and to be close being brave concerning taking risk. They accept and feel comfortable with in unstructured situations or changeable environments and try to have as few rules as possible. For example, Sweden and Denmark cultures with low uncertainty avoidance.

In contrast, people in cultures with high uncertainty avoidance tend to be more emotional. They try to minimize the unknown situations and unusual circumstances and to proceed with careful changes step by step by planning and by implementing rules, laws and regulations. For example, Germany and China cultures with high uncertainty avoidance. As a summary:

1.1.5 Time Orientation

The time orientation has two aspects: the relative importance cultures give to the past, present, and future, and their approach to structuring time. In the short term oriented societies, the future is seen as repetition of past experiences. The short-term oriented cultures towards the present, day-by-day experiences tend to direct people's life. On the hand, in the long-term oriented cultures, most of human activities are directed toward future prospects. That is why, the past is not considered to be vitally significant to the future. High long term orientation scores are typically found in East Asia, with China having 118, Hong Kong 96 and Japan 88 and low in the Anglo countries, the Muslim world, Africa and in Latin America.

1.1.6 Universalism

The dimension universalism-particularism concerns the standards by which relationships are measured. Universalist societies tend to feel that generic regulations and obligations are strong source of moral reference. Obeying the rules is a requirement of the daily life. Universalist people are inclined to follow the rules –even their families and friends involved- and look for "just single way" of dealing equally and fairly with all cases.

In contrast, in the particularistic societies, relationships are more important than rules. The response to a situation might change according to the circumstances and the people involved.

Particularistic usually say that "it all depends". This dimension of culture might be explained by example as well.

 [1] [2] [3]

1.2 Patrick R. Moran's five dimensions of culture

Moran approaches the dimensions of culture from a different perception in his book, Teaching Culture: Perspectives in Practice. He describes the dimensions with concrete formations which show features of culture.

1.2.1   Products

➢ All artifacts produced adopted by the members of culture, including those in the environment, such as plants and animals.
➢ Tangible objects, such as tools, clothing, written documents, buildings.
➢ Perceptible constructions, such as written and spoken language, music, and religion.
➢ Complex institutions of family, education, economy, politics, and religion.

1.2.2   Practices

➢ All communication processes.
➢ Verbal (language) and nonverbal communication (body language, gestures etc.).
➢ Interpretations of time and space.
➢ The context of communication in social situations.
➢ Appropriateness and inappropriateness
➢ Taboos.

1.2.3 Perspectives

- Perceptions, beliefs, values, and attitudes.
- Explicit.
- Implicit, even outside conscious awareness.
- Provide meaning and constitute a unique outlook or orientation toward life, a world wild.

1.2.4 Communities

- Social contexts, circumstances, and groups in which members carry out cultural practices.
- National culture, language, race, religion, gender, socioeconomic class, generation.
- Local political parties, grassroots organizations, social clubs, charity organizations, coworkers and families. [4] [5] [6]
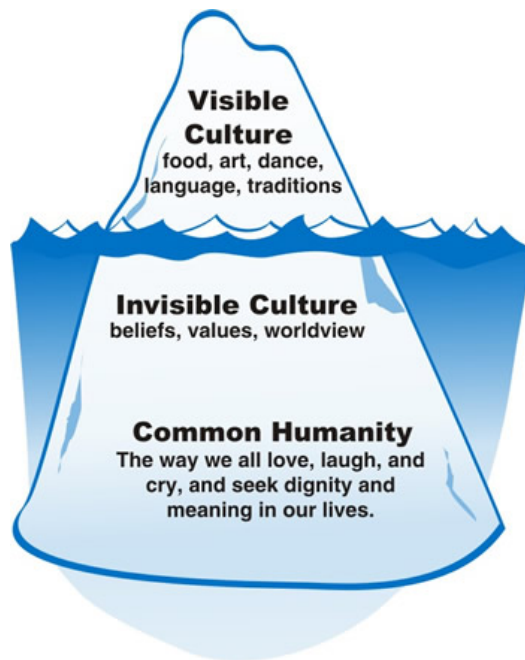
Figure: 3

1.3 Edward T. Hall's cultural context

Edward T. Hall defines the cultural context as a framework, background, and surrounding circumstances in which communication or/and event takes place. Cultural context does not define as "high" or "low" in a certain point because each message can be presented on a continuum from high to low. Likewise, a culture (French Canadian) may be of a higher context than one (English Canadian) but lower context than another (Spanish or French). Likewise, a stereotypical individual from Texas (a higher context culture) may communicate more with a few words or use of a prolonged silence, than a stereotypical New Yorker who is being very explicit, although both being part of a culture which is lower-context overall. In the case of intercultural communication the guessing of the cultural type and, respectively, the speech behavioral norms of the partner may present quite a problem. If a speaker uses a language foreign to him, he often tends to stick to those norms that are considered acceptable in his own culture. It should be noted that if those norms differ from those of the partner, the difference is not perceived as a linguistic error, but rather as a personal shortcoming of the speaker.

1.3.1 High context culture

In the high context cultures such as Japan, Greece and Spain, many items left unsaid and letting culture explain. The primary purpose of communication is to form and develop relationships; contextual information is needed. The word choice is quite significant, because even one word may impact all communication. Using the gestures and double meaning senses are expected. People in the high context cultures place a high value on interpersonal relationships and group members are very close knit community.

1.3.2   Low context culture

Communicators in the low context cultures such as Germany and USA need to be more explicit and the value of a single word is less important than high context culture. The main aim of communication is exchange of information, facts and opinions. To be comfortable with direct communication is expected and focusing the generic issue is more important than details. In

order to make everything clear and minimize the ambiguities, people should talk honestly. [6] [7] [8]

Asian
French
Spanish
Greek

context

High-context cultures

Information lies in the context, it need not be verbalized. The talk goes around the point.

Swiss
Scandinavian
German
USA

information

Low-context cultures

The topic is handled straightforwardly.
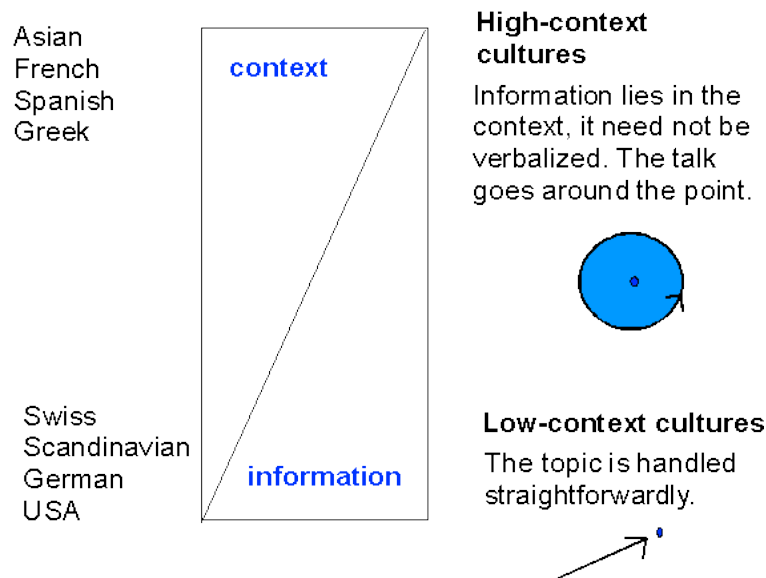
Figure: 4

2 INTERNATIONAL MARKETING

International marketing is the performance of business activities designed to plan, price, and direct the flow of company's goods and services to customers or users in more than one nation for a profit. The only difference between the definitions of domestic marketing and international marketing is that in the latter case marketing activities take place in more than one country. This apparently minor difference, "in more than one country", accounts for the complexity and diversity found in international marketing operations, and the marketer's task is the same whether doing business in Bombay, Istanbul, Tokyo or Texas. In generic, the business's purpose is to make profit by promoting, pricing, and distributing products for which there is a market. The uniqueness of foreign marketing comes from the range of unfamiliar problems and the variety of

strategies necessary to cope with different levels of uncertainty encountered in foreign markets. Competition, legal restraints, government controls, climate, fickle consumers, and any number of uncontrollable elements can, and frequently do, affect the profitable outcome of good, sound marketing plans. The marketers cannot control or influence these uncontrollable elements. However, they should adjust or adapt to them in a manner consistent with a successful result. Even though marketing principles and concepts are universally applicable, the environment within which the marketer must implement marketing plans can change dramatically from country to country or region to region. The difficulties created by different environments are the international marketer's primary concern.

Success in world markets is often more dependent on marketing factors, than on economic or manufacturing factors. It is just as essential to analyze foreign markets as it is analyze domestic markets. There are two kinds of information that should concern the international marketers.

The first one is background information, which relates to local conditions, and while the international marketer cannot alter these conditions, it is important to know what they are. Newspapers, journals and reports are all gathering this kinds of information, along with Embassies, banks, The United Nations and the Organization for Economic Co-operation and Development (O.E.C.D.).

The second is specific information, which concerns the company's particular export trade. Sources of this include published surveys from government departments, government agencies or specialist companies and local buying organizations, which represent various companies.

In researching international marketing, it is important to realize that there are approximately 200 nations in the world, and in some ways all of these can be regarded as different markets. The specific term for these markets is political basis. In most cases, however, companies do not sell to the entire market, but only a part of it. These parts or segments are called demand markets, and represent the people with whom the company actually does business. Ideally, companies should look for demand markets that are similar to each other, as this will require least amount of alternation to the marketing mix. [9] [10] [11]

2.1 Basic concepts of international marketing

The three main basic concepts of international marketing can be identified as export marketing, global marketing and intercultural marketing.

The main aim of export marketing is the effort of the extend its business policy into the situation of various foreign markets. Export marketing is realized by companies that are beginning to develop their international activities and enter the foreign markets gradually. This type of marketing is for small and medium enterprises (SMEs), which have neither a lot of resources nor much experience with international business. Companies using export marketing usually focus on geographically close markets. In many cases, these companies concentrate on only one market, but dependence on only one market is always risky for the company as its existence is threatened in the event of an economic downturn in the foreign market.

The global marketing enables an organization to apply the same type of product to the same type of consumers across country borders. The precondition for global marketing strategy is the existence of large homogenous segments. Global marketing concept has been successfully implemented with some industrial products, consumer electronics, cosmetics products and soft drinks. The global concept, which uses a standardized marketing strategy in all markets, is based on the following three main premises:

Homogenization of customer needs/behavior is happening;

Customers prefer good quality products sold for acceptable prices;

Mass production and the sale of these products in the global market allow economies of scale.

A international strategy is used by transnational companies (TNC) that take advantage of the general trend of sharing the same preferences and values. They can turn to the groups of consumers around the whole world. This trend is supported especially by modern communicating technologies, i.e. the Internet, satellite TV transmission, and the development of tourism. It should be considered, however, that this marketing concept might have some weaknesses as well. It does not take into consideration the socio-cultural differences of

consumers, nor does it allow for a prompt response to the actions of competing companies.

As competition heats up and countries such as the United States become increasingly diverse, more and more marketers are pursuing a strategy of intercultural marketing (it is also called multinational marketing), which is a strategy of recognizing and marketing to specific cultural segments. Intercultural marketing can take place inside a single country or between two countries. Consultant Roger Sennott, who specializes in reaching Hispanic-American markets, refers to intercultural marketing as "international marketing within your own borders." [11] [21]

2.2 The four types of international marketing: Pure Global, Global, Glocal and Pure Local

- **Pure Global**

The marketing strategies of the global company here are the same everywhere. The company embraces the idea of globalization. Mostly luxury brands such as Chanel, Omega watches and La Maison du Chocolat prefer to use this marketing strategy. They market the same product with the same promotion tactic in the different stores in the different markets and the prices do not change according to the economic level of the markets. The pricing strategy is also same either in developed or underdeveloped countries.

- **Global**

Some global companies choose the partially adapted locally marketing mix, depending of local market conditions and competition. For instance, Air France offer the same quality of service, maintenance and security all over the world. However, when Air France has a quasi-monopolistic position (in West Indies and some African countries), prices are very high. On the other hand, when Air France is on a market with fierce competition, especially from low cost companies such as EasyJet or RyanAir (in Europe), prices are much lower and special promotions are proposed for the clients.

- **Glocal**

The marketing strategy Glocal (Think global, act local!) is formed by the idea of standardization of certain core elements and localization of some marketing mix elements. In the Glocal marketing strategy, there is a strong connection between globalization and localization. The international companies which use this unique marketing approach in their business consider the importance of standardization all over the world and indispensability of adaptation for different market areas. In the case of Coco Cola, thinking globally and acting locally is obvious. The marketing strategy of Coco Cola is coherent. They have the same corporate identity image everywhere. However they prefer to localize some product such as Diet Cola in some markets. For instance, Diet Cola product replaced as Light Cola in Turkey. The other example is Honda Accor cars. Honda has the same brand positioning in Europe and in US, but this product is not same everywhere. In Europe, Honda Accor cars are imported directly from Japan and Europeans use the same car like Japanese. On the other hand, In US, the Accor cars have different interior design, equipment, and motor.

- **Pure Local**

In this marketing strategy, brand positioning, marketing mix strategies etc. are totally specific and adapted to each market. The companies which have embraced this marketing strategy ignore the having a single brand image all over the world and adapt their marketing mix for each market. For instance, the world leader of cheeses; Bongrain offers different tastes for its consumers from different countries. The brand name changes as well according to the countries. In France: Caprice des Dieux, Saint Agur, Chavroux etc (28 brands), in Spain: Burgo de Arias, in Hungary: Pannonia, in USA: Alouette, in India: Le Bon, in China: Pikifou, and in Japan: Gerard Selection, for example. [9] [29]

2.3 Factors influencing international markets

Companies that are active internationally, perform their businesses in an environment that significantly different than their home market. Even before deciding to enter foreign markets, they should examine those differences in order to be able to adjust their marketing aims to the different conditions in the target market. This pre-examining that companies consider before going internationally consists of the following factors: Socio-cultural factors, population details factor, economic environment factor, location, climate and topography factors, government policy factor and technological environment factor.

- **Socio-cultural factors**

One of biggest challenges in international marketing stems from socio-cultural differences between countries. These differences still, despite globalization, play an important role in the field of international marketing. While the other factors such as political, economic and technological, have become much more similar, at least among developed countries, the changes in socio-cultural environment are much slower. As it mentioned before culture forms from a complex structure and there are various differences between cultures. Marketers should therefore try to understand these differences by analyzing them and adjust marketing strategies to them rather than trying to change the culture. Then they can be aware of the how the needs/demands differ country to country and fulfill these specific needs of customers. This might be helpful to perform the marketers' businesses successfully in different cultures.

- **Population details factors**

The population features of a country have an big impact on the total expected sales. Therefore it is important to analyze some issues which are related directly with population features of a country. These issues consist on the following: growth rate, age groups and sex, social classes, educational background, number of households, income levels, consumption trends,

geographical concentration and differences and so on.

- **Economic environment factor**

An analysis of the economic environment describes the general economic conditions which influence the business activities within a foreign country; example factors include: the overall macroeconomics situation and competitiveness of the country, exchange rate policies and governmental foreign-trade policy as well as approach to foreign investors.

The economic situation of a country can be easily analyzed by using common macroeconomic statistics such as total GDP, GDP per capita, economic growth, inflation rate, development of the balance of payments, consumption and FDI inflow and outflow, as well as demographic data (age structure of the population, structure of households, birth rate and morality). Macroeconomic and demographic data are usually quite easy to reach at a low cost from official authorities such as governments, statistical offices, embassies and chambers of commerce. It is obvious that these features importantly influence a company's marketing strategy in foreign markets. For instance, a large packaging strategy would be suitable for countries with high purchasing power or in contrast, a low packaging plan can be used in countries with lower income level power. On the other hand, the inflation rate affects the pricing strategy. Thus, in the countries with high inflation rates, prices have to checked and changed often; or sometimes in countries with hyperinflation, prices even have to be quoted in a foreign currency while prices in the local currency are calculated on a daily basis.

What a country produces itself dictates to a certain extent what it imports. Japan for instance imports raw materials, but not a lot of consumer goods, as it produces its own. Saudi Arabia exports oil, but imports of its consumer goods.

The industrial structure of a country is usually measured in one of four categories, and defines its product and service needs, income levels and employment levels.

- **Subsistence economies**

These economies are mostly agriculture based. They consume most of outputs, and barter the rest of simple goods and services. They offer few international marketing opportunities.

- **Raw material exporting economies**

These economies are rich in natural resources, but usually poor in other ways (Zaire-cooper/coffee, Saudi Arabia-oil, Chile -tin/cooper). They are usually good markets for large equipment, supplies and tools. If there is a wealthy segment of the population, there may for also be a market for luxury goods.

- **Industrializing economies**

These economies have an established manufacturing base, which accounts for approximately 15 % of the economy. As manufacturing increases, so to does the need for raw materials, steel and heavy machineries. Examples are Brazil, India and the Philippines. These countries usually have a rich class and a middle class, both of which need different products and services.

- **Industrial economies**

These are major exports of both manufactured goods and investments (e.g. America, Britain, Japan). The wide range of activities in these countries makes them excellent markets for a variety of goods and services.

- **Location, climate and topography factors**

It is essential to have a good understanding of world in geography. For instance, Columbia is both a Republic in South America, a town in Brazil, and neither has anything to do with British Columbia, which is in Canada. Physical characteristics are also of importance, as mountains, rivers and deserts often act as a communications barrier, and often lifestyle are totally different

from one side of the barrier to the other. There are usually very good reasons why large populations live where they do.

Climate also affects the way people live, what people wear, eat, and drink. Climate must also be taken onto account in considering packaging, as it can performance, as well as the "life" of the product

- **Government policy factor**

The government policy represents the general conditions for international business activities. They significantly influence the possibility of market entry as well as the level of risk connected with the market entry. The main players that constitute the political environment are independent states and their governmental institutions and international organization.

Independent nation states play a crucial role in the international environment because they are traditionally and legally sovereign entities; thus the power and competences of any international organizations depend on the decisions of these states, such as USA and Japan. The sovereignty of state means that the state is sublime and independent authority; therefore, it is the last decision-making authority within its territory. Despite this big power, today these states are limited by international agreements and treaties. In the European Union, member states have granted some parts of their sovereignty to European Union, i.e. the European Council and Commission. Thus the conditions for business activities within the European Union are harmonized and more transparent for companies. On the other hand, today there are another certain limits for state sovereignties. They limit the political risks connected with international business activities. Political risk can be defined as the risk of abrupt change in a political system, revolution, nationalization of companies, etc. Entrepreneurs logically prefer to invest in countries with lower political risk and with political stability. Generally, underdeveloped countries have this political risk such as Middle Eastern countries.

In addition to political risk itself, the political environment consists of the following factors: taxes, governmental institutions and bureaucracy, corruption and lobbying and international organizations.

Taxation systems differ from country to country and even within the single European market, the

harmonization of taxes is still in the beginning stages. The most important taxes are value-added tax (which influences mostly decisions regarding price), corporate income tax, personal income tax, social insurance contributions and health insurance contributions.

The starting up of a new business is always connected with certain legal procedures and takes time, money and effort. However, the applicable conditions vary quite a lot among countries. In some countries, starting a new business takes just a few days, while in others the same procedure cam last more than half a year; the costs can also be relatively high.

- **Technological environment factor**

Technological advancement is an important environmental factor impacting strategy formulation. It has accelerated in transportation, communication, manufacturing and computer systems, which may be considered major part of marketing strategy. The level of technological advancement affects international marketing strategy generally in two ways. On one hand, it is comprised of information about the level of technological development of the country; thus it enables one to estimate whether or not modern technologies can be used in the country. On the other hand, it indicates the quality and availability of infrastructure in a country, which can represent physical limitations for the activity organization. The infrastructure influences the distribution strategy (availability and quality of motorway, railway networks, airports etc.) as well as the communication strategy (number of phone lines, internet access and usage statistics, etc.) Based on this information, companies are often forced to change their overall strategy in order to be able to distribute their products or to communicate with their audience. [9] [10] [13] [21]

6.5 The international marketing mix: 4 Ps

Internationally, there are major differences in consumer behavior preferences and patterns, which are mostly based on differences in socio-cultural factors among countries. What works in one market might cannot work in another, therefore international marketers should have a very good marketing strategy concerning local customs and attitudes if they want to succeed. A few companies such as Coca Cola and General Motors use a standardized marketing mix. On the

other hand, most other companies use an adapted marketing mix, where variables are changed to suit different markets. There are obvious benefits to a standard approach to global marketing, such as lower production costs, better brand recognition and lower promotional costs. However, even standard approaches are modified to meet local market conditions unless the product is truly global in nature. Some companies use minor adaptations, whereas others change radically from country to country.

Standardization leads to production economies of scale and other savings. This allows profits at prices that are attractive to the global market. Supporters of standardization believe that, although recognition of cultural variations, the price, quality, and reliability will offset any differential advantage of a culturally adapted product. They strongly suggest that future competitiveness demands a strategy of standardization rather than differentiation.

In contrast, supporters of adaptation say that to ignore the differences among cultures is a big mistake in the field of international marketing. To reach successful business profile, the companies consider the cultural variations, which dictate the need to differentiate products to accommodate the uniqueness of socio-cultural standards, found among countries. On the other hand, to differentiate for the sake of differentiation is not a certain solution. Realistic business practice requires a company to aim for uniformity in its marketing mix whenever and wherever possible. Economies of production, better planning, more effective control, and better use of creative and managerial personnel are the advantages of standardization. The opposite view stresses that a company with multiple products scattered around the world and different management practices in each market weakens managerial intensity and focus.

In order to keep costs as low as possible, companies are thinking globally from a marketing point of view, but this does not mean necessarily mean global standardization. The argument that the removal of trade barriers will lead to a standard market in time is not always valid. That ignores inherent socio-cultural differences as well as economic differences. It could be true to say the globalization process is pushed onto customers, rather than being pulled by them. There is however strong evidence to support the concept of global competition.

The country of origin does have a direct influence on consumers' perception of products and brands. Certain products are considered more typical of specific countries than others. Consumers' perceptions of products are also influenced by their perceptions of the country as a whole. Consumers' perceptions of products from different countries cam also change over a period of time. [9] [11] [12]

- **Product**

To appreciate the complexity of standardized versus adapted products, one needs to understand how cultural effects are interwoven with the perceived value and importance market places on a product. A product is more than a physical item. Rather, it is a bundle of satisfaction or utility the buyer receives. This includes many factors such as form, taste, color, and texture, how it functions in use, the package, the label, the warranty, manufacturer's and retailer's services, the confidence or prestige enjoyed by the brand, the manufacturer's reputation, the country of origin, and any other symbolic utilities received from possession or use of goods. In short, the market relates to more than a product's physical from and primary function.

The meaning and value given to the psychological attributes of the product can vary among cultures and be perceived as either negative or positive. To maximize the level of satisfaction received and to create positive product attributes rather than negative ones, adaptation of the non-physical features of a product may be essential. Some global companies are aware of this fact, thus they have different marketing strategies for different markets. For instance, McDonald's is a global company but, their burgers are adapted to local needs. In India where a cow is a sacred animal their burgers contain chicken or fish instead of beef or in Islamic countries, the pork is unacceptable, therefore they do not serve pork product to Muslim customers. In Mexico McDonalds burgers come with chili sauce.

An important first step in adapting a product to a foreign market is to determine the degree of newness perceived by the intended market. How people react to newness and how new a product is to a market must be understood. In evaluating the newness of the product, the international marketer must be aware that many products successful in one country, having reached the

maturity or even decline stage of their life cycles, many be perceived as new in another country, as such, must be treated as innovations. From a socio-cultural viewpoint, any idea perceived as new by a group of people is an innovation. Whether or not a group accepts an innovation and the time it takes depends on its features. Products new to a social system are innovations, and knowledge about diffusion of innovation is helpful in developing a successful product strategy. The successful new product diffusion has depended on the ability to communicate relevant information and new product attributes. A critical factor in the newness of a product is its effect on established patterns of consumption and behavior. New products are not always readily accepted by a culture, indeed, they often meet resistance.

Even between markets with few cultural differences, substantial adaptation may be essential if the product is in different stages of the life cycle in each market. The product life cycle and the marketing mix are interrelated, the product in a mature stage of its life cycle in one market can have unwanted and/or unknown attributes in a market where the product is perceived as new and thus in its introductory stage.

In short, when a company decides to enter a foreign market, careful consideration must be given to whether or not the present product lines will prove adequate in a new culture. Will they sell in quantities large enough and at prices high enough to be profitable? If not, what other alternatives are available? The marketers have three viable alternatives when entering a new market:

> ➢ Sell the same product presently sold in the domestic market.

(Domestic market extension strategy)

> ➢ Adapt existing products to the specific needs in each new country market.

(Multi-domestic market strategy)

> ➢ Develop a standardized product for all markets.

(Global market strategy)

- **Promotion**

Of all the elements of the marketing mix decisions involving advertising are those most often affected by cultural differences among country markets. Intense competition for markets and the

increasing sophistication of foreign consumers have led to a need for more sophisticated advertising strategies.

The main question is the degree of specialized advertising necessary from country to country. One argument is to adapt advertising for each country or region because every country is seen as posing a special problem. Supporters of this argument suggest that the only way to achieve adequate and relevant advertising is to develop separate campaigns for each country. For instance, Pepsi had adapted their one of the most popular commercial which shown in America and Europe for Egypt. The original one was based on the power of woman and the end of commercial, the king falls down, but they changed this last scene for Egypt which has dominated culture. In Egypt version of commercial, the king just smiles to power of woman and leave them with lions. Here the thing is, Pepsi considered the differences between cultures and used this fact very well. Otherwise, Egyptian consumers, specially the men would perceive this commercial as an insult to their personalities and most probably, Pepsi could have bad reputation among the Egyptian consumers.

Certainly some companies have over compensated for cultural differences and have modified advertising and marketing programs for each national market, without exploring the possibilities of a world-wide standardized marketing mix. The counter argument suggests that advertising should be standardized for all markets of the world, overlooking regional differences altogether. There is evidence of the existence and the growth of the global consumer with similar needs and demands, which supports the argument that international marketers should operate as if the world were one large market and can therefore ignore superficial regional and national differences.

In reality the decision for standardization or adaptation depends on more motivational patterns than on geography. Advertising must relate to motivation; if people in different areas buy similar products for significantly different reasons, advertising must focus on such differences. For example, coffee can be an indispensable drink for starting a day in one country such as America, while in some cultures such as Turkish Culture, it might be a special treat for guests. On the other hand, when markets react to similar stimuli, it is not necessary to vary advertising messages for the sake of variations. Because, there are few situations where either position alone is obviously

the best, companies should compromise by seeking standardization where possible, and adaptation where necessary.

Here the key is to first identify market segments. Market segments can be identified within country borders, or defined across countries. If a market segment consists of consumers who have more similarities in their needs, wants, and buying behavior than differences, they will be more responsive to a standard promotional theme. Although consumers may live in different parts of the world, if they have similar lifestyles, they could be fulfilled by similar product benefits. Further, while segments in some countries may be too small to be considered, when averaged across a group of countries, they could make a very viable total market. Even a small niche segment, which may be too small for country specific development, can be profitable.

When planning a global promotional campaign, thought must be given to the budget and to the production facilities available. Third World countries may lack the ability to produce high quality printing or even lack high quality paper, and media commonly used in developed markets may not exist at all. A further problem is the collection of market data. Information on media coverage, readership or viewership may be very difficult to find. Even basic demographic information may not be readily available. This makes the planning and selection of media in different countries very difficult.

All the promotional materials must be translated correctly into the languages of the countries involved, and buyers in different countries will be concerned with different features or qualities of the same product.

Media costs and alternatives differ greatly from country to country. In some countries, TV advertising time takes up several hours per day, while in another countries, it is zero or severely restricted.

A further problem is one of differing legal systems. Not only do actual laws change from one country to the next, but activities may be legal in one market and illegal in another.

In short, choices of sales promotions also differ from country to country. Items that are considered moral or immoral, fair or unfair will be regulated to greater or lesser degrees in different countries. For instance, promotion that is considered gambling will not be allowed in

countries where the gambling is perceived immoral. Other countries regulate what can be offered in the way of 'gifts', either value of type. Some countries regulate cross-product or combination offers, as consumers will not be to assess the one for which they actually pay. It is always important to have access to local legal representative to ensure local laws are compatible with what is being done.

- **Pricing**

Pricing is one of the most critical parts of the marketing mix for global companies, because pricing, above all other elements of the marketing mix, is what brings revenue for the company. Therefore, once global companies plan to enter new markets, they must consider varied factors which are either internal or external concerning decision of pricing policy. Traditionally, the decision of which policy to follow depends on the level of competition, the innovativeness of the product, and market characteristics. Therefore, the companies must decide when to follow a skimming or penetration price policy.

A company skims when the objective is to reach a segment of the market that is relatively price insensitive and thus willing to pay a premium price for the value received. If limited supply exists, a company may follow a skimming approach in order to maximize revenue and to match demand to supply. When the company is the only seller of a new or innovative product, a skimming price may be used to maximize profits until competition forces a lower price. Skimming is often used in those markets there are only two income levels, the wealthy and the poor. Costs prohibit setting a price that will be attractive to the lower income market so the marketer charges a premium price and directs the product to the high income, relative price inelastic segment. Today such opportunities are fading away as the disparity in income levels is giving middle-income market segments.

A penetration price policy is used to stimulate the market growth and capture market share by deliberately offering products at lower prices. Penetration pricing is most often used to acquire and hold a share of market as a competitive maneuver. However in country markets experiencing

rapid and sustained economic growth and where large shares of the population move into the middle income classes, penetration pricing may be used to stimulate market growth even with if it maximizes revenues and builds market share as a base for the competition that is sure to come.

- **Place**

The place element of international marketing mix is about distributing the product/service to the customer at the right place and at the right time. International marketing organizations have to consider both the channels between nations (overseas market), and the channels within nations (national market). Channels of distribution vary from one country to another. In state trading areas, channels mostly involve state owned or controlled wholesalers or retailers. They often carry a range of competitor's products, and will usually be reluctant to share marketing or sales information with their suppliers. The size and character of retail outlets also differ. In industrial nations, large retail chains are common, whereas in other countries, retailing is often done by small or individual retailers. The question here is one of income levels. Generally in developing countries, income levels are low, and people usually buy small amounts often, rather than large amounts once a month. Also there is lack of storage or refrigeration where perishable goods could be stored safely for long periods. It is essential to ensure continuity of the channels chosen. Competition, legal restraints and demands of channel members will all influence the viability of maintaining distribution, as well as keeping control over the network. International marketers need a general awareness of the patterns of distribution that confront them in world market places. Nearly every international trading firm is forced by the structure of the market to use at least some middlemen in the distribution seem similar, foreign channels are the same or similar to domestic channels of the same name. Only when the varied intricacies of actual distribution patterns are understood can the complexity of the distribution task be appreciated.

In countries where a few large wholesalers distribute to a mass of small middlemen at the other end, distribution power tends to concentrate on the hands of a relatively small number of wholesalers. The power of large wholesalers affects the distribution choices of manufacturers

because large wholesalers generally finance middlemen downstream. The strong loyalty they command from their customers enables them to effectively block existing channels and force an outsider to rely on less effective and more costly distribution. [9] [10] [11] [21]

2   ADAPTATION

In general, adaptation is something, such as a device or mechanism that is changed or changes so as to become suitable to a new or special application or situation. This definition also helps to understand the meaning of adaptation in the field of marketing. Adaptation, localization or customization is name of a process of adapting language, products, marketing, operations, organization or strategies based on a thorough understanding of foreign markets and the global competitive landscape. [14] [15] [30]

3.1 Why adaptation?

Hofstede (1980) stresses the fact that "business is a different game with different rules in each country". The adaptation is becoming a vital issue for all global companies. The customers are more conscious when they are purchasing. They seek the best products/services which fulfill their needs in the most convenient price. The thing here is each customer segment has its own features. In order to meet the needs of international customers, the global companies may need to adapt their marketing strategy to suit individual or regional markets. Today's international marketplace is becoming more globally integrated, yet companies are becoming more aware of national differences, such as language, cultural tastes, legal requirements, and distribution channels. The companies that ignore these differences and over-standardize their products are at risk of cultural blunders and failed ventures units.

While adapting marketing strategies and marketing mix elements often takes more time and effort to develop and implement and is often costlier than standardized approaches which benefit from larger economies of scale, the potentially greater market receptivity to adapted offerings may make such a costlier approach worthwhile over the longer term. Ultimately, however, the

desirability, extent, and type of adaptation, whether in marketing communications, product packaging, or positioning, will invariably be highly dependent on characteristics of the company, product, industry, and market.

Marketing managers involved in international or regional marketing should consider the potential for adapted marketing strategies or marketing mix elements. As the decision to adapt such offerings is highly context dependent, research assessing the market, industry, and competition will be essential. Company resources and skills will also be an important consideration to determine whether the assets and competencies of the firm can accommodate and support an adaptation approach for possible competitive advantage. Even highly standardized firms such as McDonald's still find it is strategically desirable to engage in limited adaptations to local tastes for their sandwich offerings, for instance. [25] [30]

3.2 Product adaptation

A product/service that is perfectly good for one market may have to be adapted for another. In some examples, product standardization might not be possible due to environmental conditions either through mandatory legislation, because of such reasons as differences in electrical systems, legal standards, safety requirements or product, or because the firm believes that the product appeal can be increased in a particular market by addressing socio-cultural and usage factors.

3.2.1   Causes for adaptation of the product

- **Socio-Cultural Factors**

Some specific products/services which do not need a big adaptation, such as computers and airline flights, are not socio-culturally sensitive as the benefits they offer are valued internationally. Here the adaptation is narrow, for instance, translation of explanation into different languages. Other products/services are more culturally sensitive and may need to be adapted in wider scope. For instance, food is the most difficult field for standardization, as the

reparation and eating of food are often embedded in the history, religion and/or socio-cultural structure of the country. This brings some specific problems for fast food companies, for instance, where the main ingredients of McDonald's and Burger King, beef and pork, prove unacceptable to many potential consumers, and the necessary ingredients for another type of fast food, such as the specific king of wheat for pizza bases, suitable chicken and mozzarella cheese are unavailable or are of variable quality in certain countries. McDonald's and Burger King do not serve the products which are included pork in Turkey due to the Muslims do not eat pork. Another example is, Indians prefer a variety of foods, so Pizza Hut and KFC are located under one roof in New Delhi.

One example of service development is Islamic banking , which for many years was regarded as a small niche activity. However, the growing sense of religious identity in the Muslim world following the 11 September attacks in 2001 together with the significant increase in construction in the   Middle East has led to rapid growth in the sector, which by 2006 was estimated to be worth US$1000 and forecast to treble in the following five years.

However, a large potential market does not mean guarantee of success. Kellogg's invested US$65 million to launch cornflakes in India which has population of 1 billion people but, after initial success, the sales plummeted. Usually Indians eat a bowl of hot vegetables for breakfast rather than cold cereal and claims 55 per cent of the cereal market, but they have a long way to go before 1 billion people are converted.

The other remarkable example is Mc CAFÉ which is sub business of McDonald's. Turks has a traditional way of drinking tea which has a very important place in their daily life. They prefer powder tea that is prepared in tea pot and served in a small glass. That's why, Mc CAFÉ serves Turkish tea to Turkish customers beside their classical drinks.

The changes are taking place in product acceptance however. For instance, fashion is becoming increasingly globalized and the traditional domination of the fashion industry by Western designers is gradually broken down. Denim jeans have now infiltrated countries like India which had hitherto only accepted traditional dress. Someone believe that the erosion of the country's

traditional heritage and culture, particularly by the media and MNE advertising, is unethical and should be resisted. On the other hand, some people propose that larger countries such as China and India simply buy these international products which serve a particular need and ignore other global products.

- **Usage Factors**

People in different places may use product differently or for different purpose, partly due to the culture of the country, but also due to the geographical factors of climate and terrain. Unilever and Procter & Gamble have a large variety of products adapted and branded for different markets because of the different ways products are used. For instance, French people wash clothes in scalding hot water, whilst the Australians tend to use cold water. Most Europeans use front-loading washing machines, whereas the French people use top-loaders. Some of product usage differences are about habits and some of them are related nature conditions, such as the generic air temperature. Equipment supplied to cold weather fighting in unfamiliar and inhospitable climates has often proved useless and therefore ineffective.

Honda found that when they first introduced motorcycles into the US they were unreliable and frequently broke down. Whereas Japanese riders were only able to travel short distances, American riders were used to riding the bikes over longer distances and much rougher terrain. Honda quickly realized, however that Americans were fascinated by their 50cc bikes and promoted them instead. Honda quickly became established and were able to introduce better performing larger bikes too.

- **Legal Standards**

The standardization of products and services can be significantly affected by legislation. Legal standards are often very country-specific. That is why, the legal environment of the foreign market has an enormous impact on the exporter's product and service policy.
It is likely that the exporter is submitted in foreign markets to technical standards and regulations which are different to those applied in domestic market, which require product adaptation

(central product or peripheral components (packaging, labeling, brand,...) and which conform to local standards. Standards and regulations generally aim at ensuring public well being, consumer health and safety as well as environmental protection and product accountability. This field is quite varied (health and safety standards, sanitary regulations, product composition rules (raw materials), regulations on packaging and labeling) and often influence the following categories of products, grocery products, drug related products, products from the motoring sector, electrical equipment and so on. For instance, there have been considerable problems for the European Union in attempting to harmonize standards during the creation of the single market and it has taken a number of years to manage an agreement on relatively simple products, such as sausage, jam and confectionery.

Lack of precise, reliable, understandable and universally accepted scientific information, for instance in food safety (beef, lamb and chicken), services only to make it more difficult to achieve a satisfactory industry standard. Pharmaceutical companies meet lots of problem in introducing new product into different markets, because of the differing standards and approaches to health care of the individual governments. Many countries insist that they carry out their own supervised clinical testing on all drugs prior to the products being available on the market and, for instance, the instructions and contraindications might need to be changed and agreed with health authorities locally.

On the subject of packaging and labeling, legislation varies greatly depending on the country. Companies must comply otherwise their product will not be marketed. In an ecological concern, certain countries legally impose companies to take measures in order to reduce, reuse, recycle or to dispose of their packaging and regulate the nature of materials used (example: aluminum cans are banned in Denmark). These regulations dealing with packaging naturally have a great impact the company's product strategy, who have to integrate them from the conception stage of marketing. On the subject of labeling, over the legislation stating that they must be produced in all the official languages of the country, when there are many of them, other systems make provision for minimum obligatory wording in order to inform and protect consumers.
[15] [25] [30]

It is appropriate to distinguish the regulation standards:

- **Product Liability**

Product liability is the area of law in which manufacturers, distributors, suppliers, retailers, and others who make products available to the public are held responsible for the injuries those products cause. Although the word "product" has broad connotations, product liability as an area of law is traditionally limited to products in the form of tangible personal property.
In order to provide a brief and straightforward explanation of product liability, it may be helpful to give a real example involving a potentially defective product and the law.

In 2005, Joe Wisegeek purchased a bottle of Glug Cola from a local convenience store. For reasons known only to him, he decided to shake the bottle vigorously. Moments later, the bottle exploded, causing shards of glass to puncture Joe's hand and face and he spent several days in the hospital, followed by weeks of rehabilitation for nerve damage. After his cure, Mr. Wisegeek and his lawyer considered filing a product liability lawsuit against the manufacturers of Glug Cola. They claimed that Glug Cola failed to warn consumers about the dangers of shaking their product before opening.

Product liability cases generally fall along three separate lines. The first consideration is a design flaw. Was there something inherently dangerous about the design of the bottles Glug Cola used to package their product? Product liability starts with the very first component providers, which in this scenario would be the bottle and cap manufacturers. Mr. Wisegeek's lawer would have to prove that the bottles were quite thin to contain a carbonated beverage, and that the Glug Cola company was aware of this problem and did nothing to correct it. However, product liability lawsuits claim that design defects are notoriously difficult to prove, since many companies spend months or years testing their designs before releasing the product to the public.

Joe Wisegeek's case could also be considered a manufacturing liability. The design of the bottle may have been acceptable, but the Glug Cola bottling plant used too much carbonated water in their supply lines. Many product liability lawsuits center around actual defects caused by poor manufacturing practices or a lack of quality control.

The third line of reasoning involving product liability is called failure to warn. Companies have an obligation to warn consumers about known hazards and dangers surrounding the normal, or even abnormal, use of their products. The usual solution is a warning label placed in a conspicuous area of the product or accompanying literature which details the known hazards. This is why consumers may notice Caution: Hot Beverage warnings on coffee cups or Not for Human Consumption labels on many inedible products.

If Mr. Wisegeek had been injured in 1945 instead of 2005, his legal options against Glug Cola would have been far different. Product liability laws of that era generally favored manufacturers, not consumers. If Mr. Wisegeek shook the bottle and it exploded, Glug Cola may have offered to pay his medical expenses privately or the courts may have held him completely responsible for his own actions. However nowadays, we see that the rights of consumers are coming into prominence together with the new generation consumers who are conscious concerning their own health. Modern laws product liability laws enacted in the 1960s work on the principle of strict liability which means manufacturers bear much more responsibility for the safety of their products, even if some consumers use the product irresponsibly.

As a result, for marketers, particularly those selling potentially life-threatening products such as pharmaceuticals and cars, this demands much greater caution when introducing standard products based on the home country specification into foreign markets.

- **Product acceptability and ethical consideration**

Consumers have different perceptions of the value and satisfaction of products/services and their view of what is acceptable varies considerably from country to country. The product usage and production process may not fit with the culture and environment of the market and the product/service might not be acceptable for its intended use. The meaning and the value given to the psychological attributes of the product/service can vary among cultures and be perceived as either negative or positive. To maximize the bundle of satisfactions received and to create positive product/service attributes rather than negative ones, adaptation of the non-physical features of a product or service may be necessary. There have been many examples that how the

very interesting products were found absurd or useless in some countries. There is a considerable example from Turkey. When one of the most famous Turkish writer, Elif Safak's last book issued in 2009, the sales results showed that generally the women read her book. This was not about most of novel readers are woman in Turkey. The reason of Turkish men did not prefer to buy this novel which is the most read ever in the shortest time in Turkey was the pink color of book's cover. Most of Turkish men believe that the pink color belongs to women and if they put some book which is in pink, people can think that they are not masculine. After this information the publishing house and the writer decided to issue the book in grey color specially, for men. As it is obvious, there is no foreign market in this example, the marketer and costumers are from the same culture. Here the thing should been noticed is even the marketers who are in the same country with customers might ignore the value of culture and use an inappropriate marketing tool. That is why, when the marketers plan to enter a foreign market, they should be more careful than local marketers concerning the level of product acceptability.

Figure: 5

3.2 Global Standardization vs. Local Adaptation

Within the field of international marketing, when a company decides to enter to foreign market, the fundamental strategic decision is either to use a standardized marketing mix (product, price, place, promotion, people, physical evidence, process management) and a single marketing

strategy in all countries or to set the marketing mix with effective strategies to fit the unique dimensions of each local market. Standardization vs. adaptation of the marketing mix in foreign markets has been one of the key research areas in international marketing since late 1960s. Someone see markets as becoming more similar and increasingly more global and believes that the key for survival is companies' ability to standardize. Others, point out the difficulties in using a standardized approach, and therefore support

tailoring and market adaptation. [11] [22] [23]
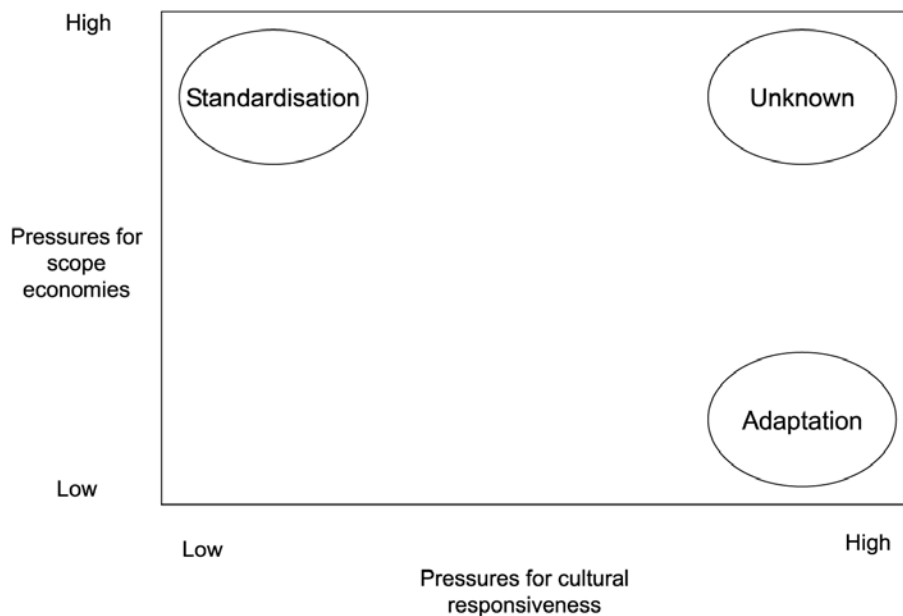
Table: 1

3.2.1 Global Standardization

Our daily life is impacted by many kinds of standards. However in most cases, we are not aware of benefits of these, because the standards became a naturel and indispensable part of the marketing field and found an important place in our lives. When we cannot use our hair straightener or electric shaver in a foreign country, then we realize that how the standards are important.

Levitt (1983) argues that well-managed companies have moved from emphasis on customizing

items to offering globally standardized products that are advanced, functional, reliable and low priced. He also argues that multinational companies that concentrated on idiosyncratic consumer preferences have become ''befuddled and unable to take in the forest because of the trees''. Only global companies will achieve long-term success by concentrating on what everyone wants rather than worrying about the details of what everyone thinks they might like. According to Levitt (1983) the globalization of markets is at hand. The global corporation operates with resolute constancy – at low relative cost – as if the entire world was a single entity; it sells the same things in the same way everywhere. With that, the international adaptation corporation which adjusts its products and practices in every market around the world – at high relative costs nears its end. [11] [29]

3.2.2 Local Adaptation

In international marketing, adaptation is an essential consideration when the marketers plan to do business to multiple countries where there are likely to be significant differences in consumer wants and needs relative to a particular product or service offering. Every single market has its own unique profile depends on the culture. When the global companies fulfill the specific demands and needs of the customers, they can take many advantages from it.

Theodosiou and Leonidou (2003: 142) supporters of the adaptation approach argue that, despite increasing globalization tendencies, variation between countries in such dimensions as consumer needs, use conditions, formation purchasing, advertising infrastructure, culture and traditions, laws and regulations, and technological development are still too great, thus necessitating the adjustment of firms´ marketing strategy to the idiosyncratic circumstances of each foreign market (Terpstra & Sarathy, 2000). [22] [23]
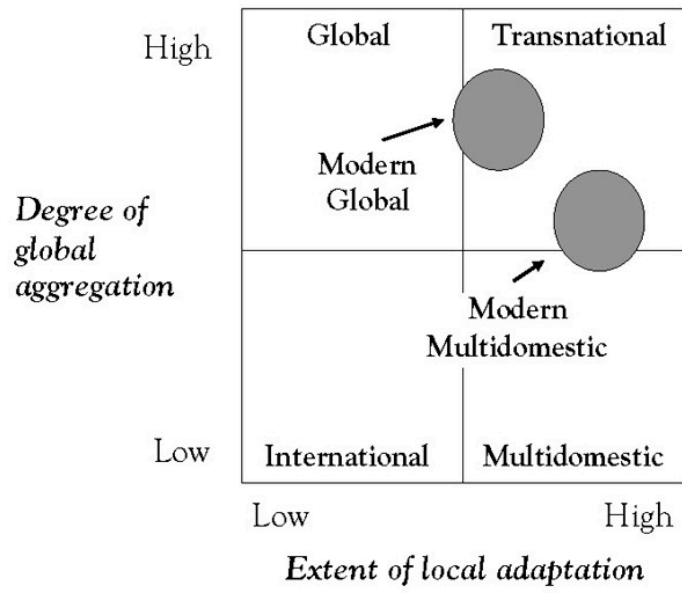
Table: 2

II. PROJECT

1 AN OVERWIEW OF TURKEY

The Turkish Republic is located mainly in western Asia and partly in southeastern Europe. It's location on two continents serves as a bridge between east and west culturally, economically and politically. The country is bounded in the east by Georgia, Armenia, and Iran, in the south by Iraq and Syria and in the west by Greece and Bulgaria. Inland Turkey is 297,000 square miles and is surrounded by the Mediterranean Sea in the south, the Agean in the west and the Black Sea in the north.

Population is estimated to be approximately 80 million. Nearly 64.7 % of Turkish population lives in urban areas where the major cities are Istanbul, Ankara (the capital), Izmir, Adana, Antalya, Bursa, and Konya. Life expectancy is 69.5 years at birth and infant mortality per 1000 is reported as 39 for the second quarter of 2012.

The official language is Turkish, spoken by 90% of the population; followed by 7% Kurdish, spoken mainly in the southeast. While Islam is the religion of 99% of the population, the Turkish Republic is a secular state. It was estimated that in 1986 there were approximately 100,000 Christian and in 1996 there were approximately 25,000 Jews in Turkey.

At the threshold of the 21st century, in view of recent developments in Central and North Asia, Eastern Europe, and Middle East, Turkey is faced with the challenges of sustaining a western economic and political ideology. With continuing economic liberalization, industrialization take-off and highly favorable geographical location. Turkey is a promising country for foreign investments and international trade prospects.

Turkey is a democratic and secular state formed in 1923 upon the demise of the Ottoman Empire and after a war of liberation against foreign powers, which occupied the country at the end of WW1. The early years of the Republic were characterized by vast economic and social reforms. With the decline of the Empire many Muslim groups living in former Turkish territories in Southeastern Europe and around the Northern Black Sea migrated to the home country. At the time these migrations created a subculture that had a western orientation, which still prevails today. Currently, Turkish culture may be characterized as having elements of modernity, tradition and Islam. With the worldwide globalization trends, new life styles are being created, especially among the younger population. On the other hand, the rise of the Islamist movement in the

country is leading to a new subculture. The subculture that identifies itself with Islamism includes not only the aspiring middle class of towns, but also some university students and young professionals of the middle class, owners of small-medium-sized firms, and the lower socio-economic groups of the metropolises.

Turkey has been moving closer Europe by entering into a Custom Union with EU countries with the intention of becoming a full member in the near future. At Helsinki meeting held in 1999 Turkey was officially recognized as a candidate state on equal footing with the other candidate states. According to the Accession Partnership, Turkey is to invited to the invited to the meetings between candidate states and the European Union in the context of the accession process On the other hand, the recent restructuring of the former Soviet states (Azerbaijan, Kazakhstan, Kyrgyzstan, Uzbekistan and Turkmenistan) is also offering many opportunities economically and culturally. In addition, the proponents of the Islamist movement claim that Turkey should initiate closer ties with the Islamic countries. Thus, a multiplicity of ideologies is seen which is leading to a culture that has a mixture of traditional, modern and Islamic values, and an eastern and western orientation at all layers of society and organizations.

This chapter describes the unique aspects of society, organizations and leaders in Turkish culture with the objective of providing insights and drawing implications for culture specific leadership and organizational practices. After an overview of the Turkish history, politics, economy and society, the chapter will proceed with description of the methodology used for generating the qualitative and quantitative GLOBE data followed by presentation and discussion of GLOBE dimension findings at societal, organizational and leader levels. [35] [36]

2 HISTORICAL, ECONOMİC, POLITICAL and SOCIETAL PERSPECTIVES OF TURKEY

2.1 A historical perspective and the legal system

The Turkish legal structure is organized along western lines. Westernization of the laws can be traced back to the letter periods of the Ottoman Empire, specially, to the period after the proclamation of the Edict of Recognization (Tanzimat Fermanı) in 1839. In the period starting from 1839 to the establishment of the Republic, the old Islamic laws and institutions were basically maintained, although some western statutes were adopted from Europe.

With the defeat of the Ottoman Empire in World War 1, the Ottoman government in Istanbul collapsed and armies of the Allies occupied the country. A parallel government was developed in Anatolia by the nationalists resisting the armed forces of the Allies and the leader of the nationalists was Mustafa Kemal. The independence War ended with the establishment of the Turkish Republic in 1923. The 1924 constitution proposed a "majoritarian" system, rather than a system of checks and balances. Both in the single-party (1924-1946) and the multi-party (1946-1960) years of the constitution, the "executive" dominated the Assembly. During this period, the Turkish political system witnessed the authoritarian leadership of party leaders and the obedience of the parliamentarians to party decisions.

The authoritarian measures taken by the government in the 1950s created unrest in society, and on May 27, 1960 Turkish armed forces overthrew the Menderes government. In 1961 a new Constitution was prepared which prepared which represented a reaction to the 1924 Constitution. The 1961 Constitution proposed a pluralistic, rather than a majoritarian system of democracy. After a decade of stability, the second military takeover took place in 1972. The second half of the 1970s was characterized by considerable political instability. With the succession of weak coalition governments, terrorism and political polarization became widespread. Turkish armed forces intervened in the political system for the third time in September 12. 1980. In 1982 a new constitution was prepared which was a reaction to the 1961 Constitution. The political crisis of the 1970s was attributed to the "excessive permissiveness" of the 1961 Constitution and to the weaknesses of the executive branch. The underlying objective of the 1982 Constitution was to establish a strong state and a strong execution.

The Turkish legal system was westernized by some radical reforms after the proclamation of the Republic in 1923. The radical reforms in legal matters paralleled other social reforms in all facets of life. Both in the field of private law and in the sphere of public law western codes were adopted. While societal requirements for order and consistency are spelled out by rules and laws in many cases, some of them are overridden by religious laws and traditions. Written laws prepared under the influence of western laws, mainly in the early years of the Republic, represent a need for westernization of the country and breaking the ties with the past, which represent the religious state. However, we often see a dual structure and mixed applications in society. Some parts of society which aspire for westernization adhere to the rules and laws of the formal ideology and state (named as Kemalist ideology the ideals and vision of Kemal Atatürk), other subcultures in society, mainly the rural and lower socioeconomic groups in the urban areas prefer to rely on the tradition. [35] [36]

2.2 Economic environment and business structure

At the macro level, Turkish economic environment, strengthened by the government's neo-liberalization measures since the early 1980s, demonstrates a commitment for growth. The Turkish economy grew at a rate of 4.2 % in the period 1990-1998. However the neo-liberalization process has intensified the income inequalities and as it can be seen from the Statistical Profile of the GLOBE, Turkey with a Gini Index of 41.5 stands among the countries with highly unequal distribution of income. Nearly 65% of the GLOBE sample countries have a more equal income distribution than Turkey.

In 2001, Turkey's gross national product (GNP) was estimated to be US$ 147,062M, equivalent to $2,143 per person. Agriculture (including forestry and fishing) contributed 12.9% to GDP and industry (including mining, manufacturing, construction and power) contributed 30.4% to GDP in 2001. According to 2002 second quarter figures, about 35% of the employed population worked in agriculture, and 18.7% in industry.

Turkey has been experiencing high inflation rates, over 30% per year since mid-1980s. Political instability within the country and its geographic neighborhood has exacerbated economic difficulties making for a highly turbulent economic environment for business. Furthermore, there

exist large differences in economic development between western and eastern Turkey. The eastern part of the country is rural and much more traditional whereas the western region is industrialized, more urban and westernized. [37] [38]

2.3 State (inter) dependence of business

Business life in Turkey is dominated by private business groups and state economic enterprises. Since the inception of multi-party rule in 1946, a period of economic liberalization followed leading to a mixed economy, yet state has been an important institution in shaping the business structure in Turkey. Historically, there was no capitalist class at the end of Ottoman Empire. When the Republic of Turkey was founded, there was virtually no industry and a weak infrastructure in Turkey. Due to the economic concessions made to foreign powers during the last years of the Ottoman Empire and the war of liberation, there was suspicion of foreign investment, this coupled with the prevailing economic ideology of the time led to the state becoming the main actor.

Turkish private companies remain highly dependent on the state for financial incentives and the state often intervenes by frequent and unpredictable policy changes, which introduce uncertainties in business life. Although there has been significant liberalization in many areas, such as the finance sector, international trade and some privatization of state economic enterprises, the state still remains as the key actor in the economy as well as the distributor of resources in the second half of 1990s and early 2000s. In their study of Danish investments in Turkey, Bodur and Madsen (1993) conclude that personal contacts with influential government officials become important in finalizing decisions.

2.4 The political system and religious ideology

The Turkish Republic was founded in 1923 after which several reforms in social, political, economic, and legal systems were undertaken. The first president of the Republic was Mustafa Kemal Atatürk whose principles for reform, such as nationalism, secularism, and statism, have come to be called Kemalism. The basis of the Kemalist ideology was to transform the society into a western and secular structure.

In the Turkish political system, the legislative power is vested in the Turkish Grand National Assembly whose members are elected for a five-year term. The party leader, with the highest number of parliamentarians is assigned by the president as the prime minister. The president is elected by the parliament for a seven -year term.

Political life has been frequently interrupted by military coups or interventions whenever political crises developed. Military has had a unique role in Turkey over the last 40 years. While Turkey has had three military coups, each time the military has relinquished power fairly quickly and on its own accord. After a short period of restructuring, the military typically hands over the system to the political parties and restarts democracy. Furthermore, military remains to be the most trustworthy institution according to the public polls and Turkish people seem to be most satisfied with the services.

In the 1990s and early 2000s there has been an era of coalition governments with very short life spans. No party was able to get the majority of votes during this period and political instability prevailed in Turkey. In parallel, Turkish society has been experiencing the simultaneous influence of secularism and Islamism. The rise of Islamism can be perceived as a product of the frustration of the promises of western modernization and represents a critique of modernism. In the respect, Islamism can be opposition to modernism, rather than being interpreted as traditionalism. On the other hand, a majority of Turkish society has fragmented political ideologies, ranging from strong commitment to Kemalism to moderate rightist traditional manifestations. [35] [37]

3   TURKISH CULTURE and GLOBE'S DIMENSIONS

In light of findings on societal GLOBE dimensions, I will focus on each dimension separately, integrating it with the society's historical, social, and economic characteristics. These discussions will lead to interpretations of most practicable motivational approaches and their implications on Turkish society (Kabasakal, Bodur, 2003). In their book *A Multi-Faced Phenomenon, (2003)* Kabasakal and Bodur summarized GLOBE's dimensions as follows;

3.1 Performance Orientation

"Performance orientation describes the degree to which society encourages people to continuously improve performance and rewards performance effectiveness and achievement"

(Kabasakal & Bodur, 2003).

Turkey's "as is" score in performance orientation is low absolute terms (mean=3.83). It ranks 45th among GLOBE countries. This finding suggests that cultures around the world aspire for very high levels of performance orientation and Turkey's score stands to be relatively low compared to other societies.

In general, "as is" and "should be" scores in performance orientation point to the fact that Turkish society is not characterized by high performance orientation. The general indicators point to rather low levels of economic productivity, foreign direct investments and competitive strength in the global arena. Beginning with the 1990s, the Turkish public sector increasingly borrowed money from internal and external sources to compensate for the budget deficit, instead of creating resources by increased productivity and better allocation of expenses. Parallel with low performance orientation scores, Turkey's investment in research and development is rather low. Only 0.45% of GDP is allocated to research and development, while this figure is 2.7%-3.9% in most developed nations of the world. A comparative study shows that Turkey ranks 39th in research and development investments and 40th in size of research and development personal among 47 nations.

"Compared with the public sector, the private sector has a higher performance orientation". Most private organization takes performance-oriented measures and invests in training and development. In a study conducted with 307 private Turkish companies, it was found that 81% conducted appraisals and 82% had training and 82% had training and development programs (Arthur Andersen, 2000). On the other hand, the percentage of companies that applied career planning dropped to 42% and the organizations were quite reluctant to tie performance appraisal results to pay and salary decisions and to career planning. This finding indicates variables other than performance are taken into account in rewarding mechanisms, which supports Turkey's mediocre GLOBE performance orientation scores. [35] [36]

3.2 Future Orientation

Future orientation measures the extent to which society values and practices planning and investment, as opposed to focusing on current problems and the present (Kabasakal & Bodur, 2003).

The "as is" future orientation score shows that Turkish society is characterized by a low absolute (mean=3.74) and relative standing (rank=36) in terms of future-oriented practices. The low level of "as is" future orientation score reflects the fact that people accept status qua and take life events as they occur rather than planning for the future. Societal practices that encourage and reward accepting the status quo can at least partly be explained by the Islam religion (Kabasakal and Bodur, 2002; Kabasakal and Dastmalchian, 2001). Ninety-nine per cent of Turkish society is Muslim, which is one of the highest population ratios in terms of religious homogeneity. The concept of "fate" in Islam can be considered to be a factor that is associated with accepting life events and the status quo.

In Turkey organizations do have planning departments. However, most of the time plans are not applied in practice and companies focus mainly on solving current problems. Unavoidably, the decision-makers focus on the short-term. Sometimes even yearly plans become difficult to meet. "Since predicting the future is almost impossible, speculative activities decided by the company owners gain importance", which reflects the relatively low levels of future orientation "as is" scores that was given by GLOBE Project. [36] [37] [39]

3.3 Assertiveness

"Assertiveness describes the extent to which people in society are dominant and tough as opposed to soft and tender (Kabasakal & Bodur, 2003).

The "as is" mean score for Turkish society is high. On the other hand, the "should be" assertiveness score of Turkish society is low. It has the lowest score among other GLOBE societies in this cultural dimension. While high levels of dominance and toughness, people in society aspire for tender and nonassertive relationships.

The "masculinity/femininity" dimension in Hofstade's (1980, 2001) research has some overlaps with the GLOBE assertiveness dimension. According to Hofstede, in masculine cultures, men are supposed to be assertive, tough, and focus on material success and women are supposed to be more modest and tender. In Hofstede's work (1980), Turkey was found to be in the middle of the masculinity and femininity scale, tilting towards the femininity side, and when the values were controlled for the percentage of women among the respondents, Turkey was placed more on the masculinity side (Hofstede, 2001). Compared with Hofstege's study, GLOBE findings point to the fact that "Turkish society has become a substantially more assertive society" in the last two decades.

The assertive and authoritarian practices in society can be observed in task-related contexts. Private sector organizations are also characterized by authoritarian relationships between supervisors and subordinates, and supervisors typically have a dominant style in their work relationships.

Member of Turkish society seem to be very dissatisfied with the aggressive and assertive practices they face in everyday life. They aspire for a society where relationships are tender and soft. Turkish society desires on of the least assertive cultures compared to other GLOBE societies. [36] [37] [39]

3.4 Institutional Collectivism

"Institutional collectivism measures the extent to which society encourages and rewards collective work and group solidarity in societal and institutional settings (Kabasakal & Bodur, 2003).

Turkish society is found to have a moderate "as is" score in institutional collectivism "should be" score (rank=10) points to the fact that Turkish people desire for high levels of societal and institutional collectivism. Previous studies revealed somewhat similar findings about the level of collectivism in Turkish society. In Hofstede's (1980) study, Turkey was found to be more collectivist side of the individualism-collectivism index, however not among the most collectivist societies included in the sample.

In Hofstede's work, individualism stands for a society in which the ties between individuals are loose and collectivism stands for a society in which people are integrated into strong, cohesive in-groups. Similarly, Göregenli (1997) found Turkey to exhibit collectivist patterns in some areas, but not display all of the characteristics of a collectivist orientation. According to Göregenli's study, when institutional settings are considered, relationships with co-workers were found to be individualistic in consideration of "implications of one's own decisions and actions for others, sharing of material resources, susceptibility to social influence, and feeling of involvement in others' lives". On the other hand, collectivist tendencies in institutional settings prevailed in the areas of self-presentation and face work and sharing of outcomes with co-workers.

Although in general the Turkish society has moderate scores on GLOBE institutional collectivism, Turkish society has a strong sense of nationalism and national pride, which can be seen historically as well as in current times. The Turkish Independence War (1919-1923) that was won after the World War I against a coalition of nations that invaded the country is a dramatic example of national unity and solidarity that was portrayed among members of society. Turkish people show great respect for the Turkish flag and national anthem in ceremonies. Winning as a nation in international sports activities become a very important event that is nationally celebrated.

On the other hand, Turkish society seems to exhibit relatively lower levels of collectivism in

terms of joining institutions that are formed for different purposes. In general, members of society refrain from joining NGOs (nongovernmental organizations) and CBOs (community based organizations). The general low level of trust in society may be a factor that is refraining people from joining and forming solidarity in institutional frameworks.

Data collected from Turkey for the World Values Survey in 1990 and 1997 point to the fact that Turkish people in general have very low levels of trust to other people. In 1990 and 1997, 10% and 6.5% of the respondents, respectively indicated that in general most people are trustable. In relative standing among the 43 countries that participated in the World Values Survey, Turkey has one of the lowest scores level of group solidarity and association with others in teamwork in institutional settings.

Fukuyama (1995) ties trust level in society to forming associations and in this sense low levels of trust in Turkish society may be considered to be a variable that hinders forming partnerships in the private sector as well. The Turkish private sector is dominated by family firms and even the large business groups are owned by families, rather than partnerships with others who bring different expertise and resources to an organization. On the other hand, Turkish people strongly believe in the value of institutional collectivism as reflected in the high GLOBE "should be" score for institutional collectivism. [21] [36] [37] [39]

3.5 In-group Collectivism

"In-group collectivism describes the degree of collectivism and solidarity among in-group members, particularly in families or organizations (Kabasakal & Bodur, 2003).

Turkish society is characterized by high levels of in-group collectivism in societal practices and has one of the highest "as is" scores among the GLOBE societies (rank=5). Aspirations of people match societal practices, given the finding that the "should be" score (rank=5). Aspirations of people match societal practices, given the finding that the "should be" score (rank=22) is very close to the "as is score".

Family stands at the center of life in Turkish society and people have high trust to family members. "The verses of Koran and interpretations of the Islam religion reinforce the importance

of family. Mutual trust within the family is the rule in both rural and urban families" (Ergüder, Esmer, and Kalaycıoğlu, 1991; Kağıtçıbaşı, 1982).

In addition to the family other in-group relationships also bear a great significance and carry a highly collectivist nature. Among the network of interdependent relationships, belonging to the same school or region plays an important role (Kıray, 1997). For example, when people migrate to urban areas, they usually find employment and housing by the help of their associates who migrated from the same region to the cities before themselves.

Most businesses in Turkey are family owned organizations, even the large holding companies. Bodur and Madsen conducted (1993) concluded that, personal contacts with bureaucrats are important tools in finalizing decisions. "Family members, rather than professionals, constitute the top management of even many large business groups. While the domination of family members, rather than professionals, in management can partly be explained by state-business relationships, it can also be explained by high in-group collectivism that is prevalent in Turkish society". In addition to kinship and family ties, belonging to the same school or region also plays a role in employment decisions. For example, it is common practice in Turkish organizations that people who attended the same school are frequently employed in management and professional groups. In summary, Turkish people have a strong commitment to their relationships in a network of close interdependent relationships. [21] [36] [37] [39]

3.6 Gender egalitarianism

"Gender egalitarianism measures the extent to which gender differences and discrimination against females in society is minimized" (Kabasakal and Bodur).

The gender egalitarianism "as is" score for Turkish society is low among GLOBE societies. When one looks at the "should be" score, it can be seen that there is a desire for more gender egalitarianism (rank=37), placing Turkish society in a moderate place in comparative terms.

In general, the social differences between women and men lie primarily in the area of what they are expected to "do". More specifically, women are expected to engage in activities that are inside the house or the organization, basically in support roles. On the other hand, men engage in

activities that require relationships with the outside. In another perspective, women are more in support activities, while men are more in positions of power and decision making. It can be seen from the results of this study that femininity is associated with more negative and passive attributes than masculinity, which is in line with low gender egalitarianism that is obtained by the GLOBE scales.

Hofstede's (1980, 2001) study placed Turkey in the middle of the masculinity and femininity index. On the other hand, results of a cross-cultural study shows that there is a huge variation between the intra-family status of Turkish women in rural and urban women in professional/managerial occupations (Kağıtçıbaşı, 1982). "Such wide variation was not found in the other eight countries where study was conducted".

A nationwide study that is conducted in 1987 points to a large wage gap between men and women, where women received as much as 60% of men's wages (Tan, Ecevit, and Üşür, 2000). It is interesting to note that the wage gap decreased as the education levels of employees increased. Women directors, entrepreneurs and managers earned as much (95.6%) as their male colleagues in the public sector. Although comparably lower, women are 84% of men managers in the private sector (State Planning Organization, 2000). These statistics support the interpretation that there is a dual structure in the status of women based on their socio-economic backgrounds.

 [21] [36] [37] [39]

3.7 Humane Orientation

"Humane Orientation refers to the degree to which people in society are concerned, sensitive, and generous to each other" (Kabasakal & Bodur, 2003).

Turkey has low humane orientation scores (rank=37). On the other hand, as reflected in "should be" scores, aspirations of Turkish respondents for a humane-oriented society are high in absolute and moderate in comparative terms (rank= 25).

In Turkey, the family and in-groups take care of many problems of individual. Given the prevailing social structure where individuals are surrounded by an interdependent network of

close relationships, individuals get help and assistance from their close circle. People get both material and psychological support from their close circle even without asking for it. "The family, kin, neighbors, and school friends offer help and arrange the conditions for individuals who are in need of it both rural and urban among all classes" (Duben, 1982). On the other hand, general tendency to help and act in generous, friendly manner to others who are outside the close network is relatively low.

Mead (1994) argues that patronage relationships foster in environments where welfare services are weak or non-existent. In Turkey there is not a well-developed social security and welfare system and many institutions that would serve the well-being of individuals are quite weak. Instead, informal relationships, including patronage relationships take care of the welfare of individuals. On the other hand, "In patronage relationships, resources are offered to members of the network and non-members are behind using the resources (Mead, 1994). In line with this proposition, in Turkey, help and assistance is offered selectively in an informal network, rather than as a general commodity. In addition to that, as part of the patronage relationships, paternalistic leaders in Turkish organizations look after the well being of their employees in many personal matters (Aycan, Kanungo, Mendonca, Yu, Deller, Stahl, and Kurshid, 2000; Dilber, 1967). [21] [24] [26] [43] [44] [46]

3.8 Power Distance

"Power distance measures the extent to which members of society expect power and influence to be distributed equally in that society" (Kabasakal & Bodur, 2003).

Turkey has high "as is" power distance scores both in absolute and relative scale (rank=10). As opposed to the high power distance practices, the "should be" scores indicate that people aspire for allow power distance society in absolute and relative terms (rank=51). GLOBE's finding that practices in Turkish society represent hierarchical relationships is in line with previous cross-cultural studies (Hofstede's, 1980, 2001; Schwartz, 1994; Trompenaars and Hampden-Turner, 1998). Hofstede's study indicated that in high power distance socities like Turkey, employees are afraid to express disagreement with their managers.

Parallel with Hofstede's definition of high power distance cultures, Turkish managers in general expect obedience from their employees and employees are quite reluctant to declare their disagreements with their managers. Trompenaars and Hampden-Turner's (1998) study showed that Turkish companies have the steepest hierarchy among companies of 38 nations. Trompenaars and Hampden-Turner indicated that the familial cultures like the Turkish society have steep hierarchy steep hierarchies in their organizations. In such societies leaders get their power and confidence from their followers and from the obedience of followers to the leaders, like in father-child relationships. In a cross-cultural study conducted by Schwarts (1994), Turkey was found to be among the most hierarchical societies, ranking 6th among 38 cultures in terms of preferring high power distance, influence, and authority.

In most business organizations the amount of office space is generally allocated according to the status of the employees/managers rather than the requirements of the work to be done. Usually at work places titles are listed on the doors of the offices. Titles are generally used when addressing others who are not intimate friends. In business organizations generally eating places and parking spaces are separated according to the status of the employees. In addition, privileges such as health insurance, housing, and cars are allocated on a hierarchical basis.

The way people address each other in society reflects status differences. Individuals are addressed differently: a) with different pronouns and b) with their first names or use of sir/madam before their first names based on status differences. Lower status people are addressed by their first names, whereas for higher status people madam/sir is added. The three most powerful families in the country are very clear for everyone. Wealthy families generally have three or more domestic servants. Even middle-income groups would have a domestic servant in their houses. [21] [43] [44] [46]

3.9 Uncertainty Avoidance

"Uncertainty avoidance is the extent to which society emphasizes orderliness, structure and rules in order to reduce unpredictability and uncertainty" (Kabasakal & Bodur).

Turkish society has low scores in GLOBE's uncertainty avoidance scale (rank=49). It seems like society can tolerate unpredictability and uncertainty to a significant extent. On the other hand, the respondents aspired for more predictability as reflected "should be" scores (rank=32).

Hofstede (1980, 2001) classified Turkey to be a high uncertainty avoidance culture, yet it seems like society has become more tolerant of uncertainty in time. Hofstede (2001) reported significant correlations between rule orientation and employment stability, indicating that both factors serve as uncertainty reduction mechanisms. A study conducted with 216 Turkish manufacturing companies showed that more than half of the companies in the sample reduced their production capacity and 30% laid-off workers in the 1998-1999 period (Eren, Bildirici, and Fırat, 2000). Furthermore, employees who were laid-off were from all levels, covering a range of unskilled workers to top management.

"Political instability, high levels of inflation and unemployment rates, existence of a large informal sector, and frequent lay-offs in the Turkish business world and economy created flexible forms of coping mechanisms with the turbulent and uncertain conditions on the part of individuals and organizations" (Kabasakal & Bodur, 2003).

Adaman, Çarkoğlu and Şenatalar (2001) conducted among 3021 individuals show that people in Turkish society frequently consider giving money or presents to public officers to receive service even for some cases which may be their legal right. It can be argued that Turkish people have developed crude survival techniques in order to survive in the unfavorable and uncertain conditions that have been going on in the last few decades, rather than focusing on orderliness and rules as reflected in GLOBE's low uncertainty avoidance "as is" scores. On the other hand, Turkish people aspire for a more orderly and predictable environment.

CULTURAL DIMENSIONS OF TURKEY	Society "as is" Rank (Out of 62 countries)	Society "should be" Rank (Out of 62 countries)
Performance Orientation	45	58
Future Orientation	36	16
Assertiveness	12	61
Institutional Collectivism	41	10
In-group Collectivism	5	22
Gender egalitarianism	56	37
Humane Orientation	37	25
Power Distance	10	51
Uncertainty Avoidance	49	32

Table: 3

4   PATRICK MORAN'S FIVE DIMENSIONS OF CULTURE: TYPICAL CULTURAL PHENOMENON OF TURKEY VIA TURKISH TEAR

In this part, referring to Patrick Moran's five dimensions of culture, I put an essay which I wrote my opinions about Turkish culture via Turkish tea which is the most popular drink among Turks.

4.1 A glass of Turkish Tea

Tea is the most important beverage for Turks, but here the tea is not any kids of tea, such as; green tea, British tea, Japanese tea etc. Not! Here tea is the original Turkish tea. Turkish tea is not simply just a tea. It is something else. It is the best way to understand the Turks and their culture. Therefore, I have chosen the Turkish tea as an element to tell Turkish culture with all important aspects.

Turkish tea is red like the most attractive color. When you see the color of Turkish tea, you can feel the energy, excitement and anger on the highest level. When you drink the Turkish tea, you should be careful. Because, Turkish tea is hot like the blood of Turks. Just one sip is enough to make the people warmer.

To get along well with the Turkish tea is easy. You can adjust it according to your taste. The intensity of it is up to you. It can prefer soft taste, middle or intensive. It does not matter. Just when it is drunk, people should be aware of the exotic flavor and feel the goodness with every single sip.

There is another reason that why the Turkish tea is special, because, the Turkish tea has a special sound. This sound is not like knocking a door or playing an instrument. This sound is totally different. The basic purpose of mixing tea to make the sugar melt, but when you use a small metal spoon in the Turkish tea glass, this simple action becomes the voice of rhythm and harmony. Just like a micro symphonic orchestra.

Turkish tea is visible. People can meet it with your eyes before drink. Nothing is hidden. How it is served, it is totally in transparent way. Just you need to look a glass of tea deeply.

Serving of the Turkish tea is also simple. It is not so complicated. No need for big ceremonies. Just take the glass and enjoy with people who are around. Turkish tea is never drunk alone. When people drink the tea, they should share a sincere conversation with someone and after that they will see how the tea becomes more delicious. It is not necessary to know the people very well to share a tea talk. There is always a word to talk to someone, there is Turkish tea.

Turkish tea is served to guests at homes, offices or during shopping by owner of the shop with respects and a smile which comes from inside sincerely. Maybe people meet a glass of Turkish tea in a restaurant after the meal for free. People do not have to pay for it every time, because to see peoples' happy faces is more valuable than to get money for Turks.

Turkish tea is drunk at every moment of day. There is not limit. Turkish tea is generous!

Turkish tea is drunk slowly. No rush! Because every single sip has a different taste. People should be patient to distinguish these differences of flavors. Turkish tea is sensitive, come to it like to smell a unique flower.

To share a glass of tea with someone is more than a drinking action. This simple behavior has lots of important meanings for Turks. To offer tea is way of showing the good intentions. Such as friendship, brotherhood, helpfulness, hospitality etc. It is impossible to not offer tea to guests for Turks. If somebody does not offer tea, which means; he/she has no good feelings about that person and does not want his/her in house.

After dinner to prepare the Turkish tea is so common. Because thanks to tea the members of family can share their day (what day did during all the day, what happened something is important, interesting and so on.) with each other. That is why the connection between members of family can be maintained.

During even so busy day, Turks can find time for a glass of tea. Without this small but relaxing ritual to continue the working is unimaginable. Tea is like magical liquid for Turks like blood or water. To see the steam of a glass of tea always make a big smile on face of Turks. Most of Turks believe that after drinking tea, all the tiredness goes to somewhere is far from their bodies.

Thanks to the Turkish tea, the Turks can show respect to people. Because carefully prepared and served with love; tea means lots of respect from Turks to their guests.

Turkish tea is product of conformity. Billions of black tea grains is cooked together in hot water and then transform a single red river which comes from teapot. This transformation is the story of getting and living together without bias.

The tea grows up in the Black Sea part of Turkey, is delivered to all regions of country an then is changed according place which it is went. So enjoying with a glass of Turkish tea can be in the different kinds of environments. For instance, if the tea served at a wooden house at Northern of Turkey, you see how the tea is full of energy and fun or maybe you are in Ankara which is capital city of Turkey, the tea looks serious like political men or you met Turkish tea in Eastern of Turkey and then you can understand to drink it in this region is tough but totally natural. So Turkish tea opens the doors of diversity! Turkish tea is suitable for everyone. It can drunk by any kinds of people in different places. Turkish tea is socialist drink!

In Turkey people can take a glass of tea from hand of a Jewish, Armenian or Greek and they can a Christian or Syrian. It does not matter where they are coming from. The important thing is to

pay attention to try to know each other in the kindest way, accept all the differences and to be one.

As I mentioned before the Turkish tea is one of the important symbols to show respect and affection for Turks. For example for a Turkish mother to prepare a teapot tea after dinner and serve it to her husband and children make her feel that she is loyal to her family.

The figure of father is also important as much as mother in the Turkish society. According to the Turkish culture if a father cannot afford needs of his family, he is not a good enough father. The Turks use a special phrase which is about tea to define this situation: ``Even he has no money to drink a glass of tea``. When people heard this word, they can understand that the work of that man is not on the way.

In Turkey without children a family is not a real family. The children make the family real, because to raise good child is essential and valuable duty for Turkish families. There is sentence that is associated with tea concerning the importance of children for Turkish families``. The children are like sugar of tea for home``.

In short; the life looks like a glass of tea, hot, simple, and friendly for Turkish people. They want to believe in the God, the goodness, real friendships, infinite love and so on. They want to believe in something is good in this world. Because of this, they offer tea first to their guests, friends, families to make a warm beginning which is really comes from goodness before the main issue.

5   TODAY'S POPULAR MARKETING ISSUES FROM TURKISH CONSUMERS' POINT OF VIEW

5.1 The generic profile of new consumer

In order to understand the Turkish consumers' behavior, it is also important to get know about the "new consumer type". Because, when we examine the new consumer profile, it is possible to find many points which also belong to Turkish consumers. Thus, the international companies which want to make business for Turks should have all information about new type of consumer.

The new consumer is very mindful. He/she wants many things in the same time such as quality, fast service, discount, diversity, originality and so on. The new consumer has all the opportunities to get the perfect product/service to himself/herself. Specially, thanks to the internet, people can purchase whatever they want without time and place limitation. Beside this advantage, the internet also provides a range of product/service. People can reach all the brands, products/services, ads etc. all over the world and this gives the freedom to consumer. Here the freedom means, the consumer does not have to make a choice among several products or brands like old times. The consumer has a wide network which makes the consumer more strong and cautious.

The new consumer is not loyal about specific brands like ten-twenty years ago. Because, year by year, the market is getting much bigger and there are numerous quite good brands and the having an expensive brand items is getting not interesting for people. However, the most important reason of the brands losing their popularity among consumers is about the nature of branding. Brands are for mass production. Therefore the new consumer which want be separate from the others does not prefer brands so much. The new consumer can jump from a brand to another easily. They are aware of that it is not important or popular to be part of a brand anymore. The important thing is to have the perfect product which is original and qualified in best price. The new consumer wants to mention the price of the product/service they got. Unlike the old times, they prefer to talk about this if they paid less. Because, people feel more clever if they can success buying a new item by paying less as much as possible. Specially, by the time of e-shopping, this issue became a big race between consumers. They are competing with each other in terms of getting the cheapest one. However, it also has to mention that, the combination of quality and best price are not enough to make the consumer happy. The satisfaction of the new consumer is depends originality and fast service as well. They aspire the product which only he/she has and they can a big discount ignore if the service (while purchasing action or after purchasing) is not enough good. So as a result, it is possible to say that the new consumer is very hard. To make them happy is getting a big challenge for the marketers.

Another important issue is about target groups. To determine the costumer segment is not easy that much anymore. Because of the mentality of target mass replaced with the mentality of target individuals. The new consumer wants to be unique with his/her unique requirements. They want

to feel themselves very special. Here the unique means authentic. People are missing the natural and real items in this modern time. They want to use "exclusive" products. If they see "limited edition" sign somewhere, they are willing to try. So the marketers should consider this individualistic approach when they make business.

The new consumers want to have authentic products. To associate a product with a specific place makes the product authentic. For example, French wine, Czech beer, German chocolate, Turkish delight and so on. Therefore that products gain an identity with the local place which they come from. As David Lewis says in his book "the soul of the new consumer" we can summarize the qualifications of new consumer like this; free, individualistic and authentic. [47]

5.2 The guide to Turkey

Turkey is a country where the agenda changes very often and these changes quickly reflect to the society's lifestyle and trends. These life styles and trends are the important indicators especially for government, political decision makers, civil society leaders and for the management of both public and private sector. In order to determine these indicators, every two years, the one of successful Turkish research company, Ipsos KMG conducts "Life Styles and Trends in Turkey Research". The fourth version of this research has been conducted between October – November 2012 in coordination with Assoc. Prof. Dr. Halil Nalcaoglu from Bilgi University. Having conducted in Turkey's 34 cities and with up to 16,000 respondents, this research's results have built up "The Guide to Understand Turkey 2012".

The research which conducted by Ipsos is figured out very interesting results about Turkey society. Therefore, this research can help much to marketers concerning to have the key information about Turkish lifestyle.

- **Turks are fed up with the tension in politics**

  Political polarization and conflicts witnessed in current political environment do not reflect Turkey's real dynamics. When we compare the six year data, we understand that there is a decreasing tendency in support for the sentences which reflect the central expressions of the political views which divide the society into groups. Religion and "traditional values" are the most important factors determining the political tendencies in Turkey. Turkey agrees with 66% that religion gives them the direction in their lives. But this ratio has 6 point decrease compared to previous years' results.

- **Turks are concerned about economy**

  People in Turkey are concerned about the economic future of themselves and their families. This concern has an increasing tendency since 2005. Citizens think that their personal economic situation and Turkey's economy in general doesn't go well. Concerns about retirement has an increase from %47 to 51% since 2005. Concern about family's future has increased from 55% to 62%.

- **Turks mostly watch TV series**

  Turkey's TV watchers mostly watch TV serials. This is followed by news and newscasts. The most interesting result of media part of this research is about new technologies. The ratio of the people who say that they shop online has been doubled over 6 years. Ufrom 6% to 12%)

- **Turks are "rational" about ads**

  We watch ads but behave "rationally" while choosing brands and products. In our country where there is an increasing interest in TV ads, we see a contrary decrease in the ads' effect to purchase behavior. There has been 10% decrease in this tendency since

2005. This research shows that in terms of the effect to purchase behavior, the most powerful media is newspapers and magazines.

- **Turks do not care for brands any more**

This research shows that there is a decrease in brand and store loyalty in Turkey. According to this result, it is possible to say that new Turkish consumer behavior matches the new consumer mentality all over the world.

- **Turks want controlled freedom for women**

There is a positive frame about women – men equality, women's contribution to economic life and women's building their careers. But there is still an important ideological barrier in this frame's turning into a real "freedom"; it is observed that Turkey society has a sexist manner about women to work, to walk alone on street, etc. [48]

5.3 The localization/adaptation companies in Turkey

The adaptation is getting a very important marketing strategy for all size of global companies. The companies need reliable data and information concerning their target markets. Therefore, in addition to research companies, a new kind of company emerged; the localization (adaptation) companies. These localization companies provide services which are needed to adapt the products or services such as translation, locally pricing, market research, local customer profile analyzing etc. to global companies. When the companies decide to adapt their products or services for a local market, consulting a localization company can be quite useful for them. These localization companies consist of the local employee. Therefore, to trust the services' reliability which get, it might be easier.

The integrated localization companies always defend that the "translation is not localization." Some unconscious marketers thought that the translation can be enough to adapt a product for a

local market, but this would be just a superficial viewpoint. For sure, the translation has primary importance while adaptation. Firstly, you need to reach the customers in their language to tell your business. However, the translation might be not enough in some cases. For instance, if a global company decides to enter in a foreign market with their new brand, this is needed a full type of localization service. As it is known to present a new brand in new market requires a deep market research beside the translation. Therefore, to have the full adaptation service is very important matter.

The idea of localization service is also getting remarkable issue in Turkey. There are some companies which conducting a full localization business for foreign investors. These Turkish localization companies conduct business for foreign companies from wide range of sectors. As they claim, they provide a professional localization service for their customers thanks to their "local point of view". [49] [50]

5.4 Turkish consumers and new media

- **What is new media?**

New Media is a 21st Century catchall term used to define all that is related to the internet and the interplay between technology, images and sound. In fact, the definition of new media changes daily, and will continue to do so. New media evolves and morphs continuously. What it will be tomorrow is virtually unpredictable for most of us, but we do know that it will continue to evolve in fast and furious ways. However, in order to understand an extremely complex and amorphous concept we need a base line. Since *Wikipedia* has become one of the most popular storehouses of knowledge in the new media age, it would be beneficial to begin there.

Wikipedia defines New Media as a broad term in media studies that emerged in the latter part of the 20th century. For example, new media holds out a possibility of on-demand access to content anytime, anywhere, on any digital device, as well as interactive user feedback, creative participation and community formation around the media content. Another important promise of new media is the "democratization" of the creation, publishing, distribution and consumption of

media content. What distinguishes new media from traditional media is the digitizing of content into bits. There is also a dynamic aspect of content production which can be done in real time, but these offerings lack standards and have yet to gain traction. Wikipedia, an online encyclopedia, is an example, combining Internet accessible digital text, images and video with web-links, creative participation of contributors, interactive feedback of users and formation of a participant community of editors and donors for the benefit of non-community readers. Facebook is an example of the social media model, in which most users are also participants. [51]

- **The role of new media in Turkey**

The usage of the new media is very common in Turkey. Specially, in terms of social networks, the new media is so popular among the young Turkish people. For example, a Turk university student spends average three hours per day on the social media environments. Another remarkable result is about the Facebook usage ratio in Turkey. In terms of usage ratio of FB, Turkey is ninth after Mexico in the world.

The new media is a useful channel to reach many Turkish people in the same time to do promotion, if it is used with the right advisement concept properly. Turkey has a big potential to use the new media efficiently and actively thanks to the power of young population. However, the financing and expertise is lack. Even the new media as a notion is not well known in public. On the other hand, academically, there is a good development concerning the awareness new media. One of the most famous private universities in Turkey just opened a department about New Media. This is a really important step in terms of to promote the importance of new media to the society, because, according to the views of many authorities, the new media is the information platform of present and future.

Turkish culture is based on some specific values such as helpfulness, solidarity, togetherness, nationalism and so on. It is possible to say that Turkish people often use the new media for these important purposes. For instance, they can organize themselves easily, if some holly items are under the danger, such as homeland, army, freedom, labor rights etc. In terms of this situation the new media has a big and significant power in Turkey. There is a suitable example to explain that better. In 2011, a city which locates in Eastern of Turkey had a big earthquake. After this natural

disaster, a private airline company had started a campaign to collect help from the society for that city. However, people did not like the campaign strategy. According to the campaign, if somebody wants to send some money to the earthquake area, they should like that airline company via FB. It was a really bad promotion idea for the airline company. The thing is; Turks believe that to help the people must be unrequited. As a result, the people showed a big reaction and they protested it by new media tools.

In the marketing field, the new media is also very important issue which has be considered by foreign investigators who want to make business in Turkish market. Turkish consumers like to share their opinions after usage of a product or having a service with their families and friends. This situation has changed a bit with the new media. Thanks to new media tools, Turkish consumer noticed that they can share their suggestions, recommendations and comments not just with the people who they know, in the same time with the other people as well. Turkish people generally have a bad perception about the ads. They prefer to listen to other consumers who used the product before when they think to buy. To catch the Turkish consumer, firstly, the investigators use the new media tools efficiently and then they need a very good reputation in the information sharing platforms.

Briefly, the perception of the new media in the Turkish culture and society is about to show the beliefs, thoughts, reactions and so on. Why the new media is a way of showing yourself for Turks, because the Turkish culture is collectivist. Thanks to the new media tools such as social networks, the Turks found a chance to be individualistic. In my opinion, the Turkish society is discovering the importance of being individualistic with this changing acquisition of information system. [52]

5.5 Turkish consumer and the product usage process

Generally, it is possible to say that Turkish consumers are frugal. They try to use the products they bought for a long time. This behavior pattern might be connected with the past of Turkish society. Turkey had a big famine during Second World War. In the near future; in seventies eighties, to find even the vital materials such as bread, oil, cylinder gas etc. was very hard. So,

the previous generations many times struggled with poorness. Thus, Turkish people have a strong desire about ability of using product in long term. Specially, middle and low class consumers really care about saving money. Therefore, the suitable price is a very important factor when Turkish people purchase something. In this case as a marketing strategy; combination of best price and ability of using long term might be very good to catch Turkish consumers' attention. [53] [54]

5.6 Turkish consumer and online shopping

As of 2011, there were around 26 million Internet users in Turkey according to BBC Monitoring. The Turkish telecommunication industry has also developed significantly in the recent years and has reached 18.2 million land line subscribers, 63.1 million mobile phone users, and about 5 million ADSL subscribers as of the end of 2007. The Internet penetration rate in the country is relatively low comparing to other Western nations. There are only 81 ISPs operating in the country; however, Turkey is the leading country in the region with the number of broadband Internet subscribers increasing pace in Europe between 2005 and 2007, considering countries with more than 1 million ADSL subscribers.

A previous study by Lighther et al revealed that there are some significant differences in online shopping habits and preferences of Turkish customers, when compared to US customers. Turkish subjects responded that they are more concerned about technology issues, security, and privacy in Internet shopping than are their US counterparts. In general, technology infrastructure is still an issue in Turkey. Therefore, Turkish consumers expressed more concern about the speed of online information retrieval. Turkish participants expressed more concern with Internet security and privacy, which were mentioned as major limitations of developing countries in EC diffusion. Since Turkish culture is more risk aversive and Internet shopping is a new phenomenon for many Turkish individuals, it is not surprising that Turkish consumers would be more concerned about Internet security and privacy.

Another study investigated socio-psychological factors to compare Turkish, British, and Danish consumers Internet shopping behavior and employed TAM framework. The authors found significant differences among countries in terms of online shopping adoption. Paralleling

Lighther et al's findings, insufficient technology infrastructure was found to be the main reason that Turkish customers found Internet shopping less satisfactory than British and Danish customers. On the other hand, Turkish consumers found Internet shopping equally useful as Danish and British customers, except Turks did not agree that the Internet saves money and time. Still today, according to a recent OECD report in 2012, Turkish Internet subscribers pay the highest connection fees for Internet access of megabit per second among 30 EOCD member countries. Moreover, Internet is not as diffused as traditional shops throughout the country. Negotiation is still a part of the culture as well. Therefore, most Turks would see little benefit of going online to shop.

However, the Internet is becoming rapidly widespread among Turkish people. According to a recent survey by the Turkish Statistical Institute, 30.00 percent of households have Internet access and 40.01 percent of individuals between the ages of 16 and 74 are using the Internet. About 70.00 percent used Internet for reading newspapers, 72.40 percent used Internet for communication, 57.80 per cent used for chatting and sending instant messages and 56.30 percent used Internet for downloading music and movies. Only 11.80 percent ordered and purchased products or services from Internet.

In Turkey, Internet shopping is very limited and individuals use the Internet mostly for information search. Individuals usually employ Internet to chat, play games, download music and other programs, and lastly for commerce. Younger Turkish customers and more educated ones have reported online purchasing more frequently, yet they still have some suspicions about security and privacy. [53] [54]

5.7 Turkish consumers and organic food consumption

Organic foods are defined as foods grown and processed without the use of genetic engineering, artificial fertilizers, pesticides, herbicides, fungicides, growth regulators, antibiotics and additives. The demand for organic foods has globally increased due to concerns about modern agricultural process and their potential effects on human health as well as on the environment. Public concern about health seems to be the main reason why consumers prefer organic foods.

Some studies were carried out to understand consumer attitudes and preferences for organic foods. It was found that consumers had positive attributes towards organic foods since organic products were considered as healthier than conventional products. However, the consumption of organic foods is lower compared to non-organic foods. High price of organic foods is the main reason for low consumption.

The world market for organic foods was worth of £23 billion in 2007. European market, the largest organic market in the world, was valued at €16.2 billion in 2007. Germany, UK and France have the highest market value. Turkey is slowly developing market for organic food and exports 90% of total organic production.

Turkish consumers have the positive attitudes on organic foods, but the consumption of organic foods is low in Turkey. The primary reason for low consumption is high price of organic foods. Organic buyers are slightly more likely to be women. Education level has a big impact on the consumption of the organic foods. The well-educated people are more tendencies to spend money for organic foods compared the non-educated people. Promotional activities should be done to increase the consumption of organic products in Turkey. [55]

5.8 Turkish consumers and green consumption

- **What is "green consumption"?**

Green consumption begins with purchasing products which are essential and environmentally-friendly. Environmentally-friendly products are not harmful to human health and can save expenses on power, fuel, and disposal. Environmentally-friendly products need small amount of energy during the whole process including production, circulation, consumption, and disposal. Green consumption can lead to the promotion of environmentally-friendly products by weeding out anti-environmental companies and favoring environmentally-friendly ones. Consumers can preserve environment and boost economy by green consumption.

As a summary, "Green Consumptıon":

- Reconsidering the buying action, if it is necessary or not before purchase a product.

- Choosing a product which is not harmful to human and environment.

- Purchasing a product of which raw material was obtained in a way minimizing environmental destruction.

- Choosing a product which can preserve resources and energy.

- Choosing a product considering the process of disposal.

- Choosing a product which can be recycled in an easy way.

- Among same products with same function, choosing a recycled product. [56]

- **The perception of Turkish consumers towards being "green consumer"**

Green consumer is defined as "individuals looking to protect themselves and their world through the power of their purchase decisions".(Ottman, 1992:5) In other words, green consumers' purchase, product usage, and disposal decisions are driven by a desire to preserve nature's ecological balance (Mark, 1998:1). Accordingly they demand product design, production, and company policies with environmental considerations (Kim, 1995:1). However they want products that are better for the environment, not products that significantly detract from their lifestyle (McDaniel and Rylander, 1993:6).

Green consumers are divided into two categories; those whose purchase behavior is greatly influenced by environmental concerns called the active green consumers and those whose purchase behavior is minimally influenced by environmental concerns called the passive green consumers (D'Souza and Taghian, 2005:53).

Turkey has established some base of business research in the field of green marketing. Research in Turkey has shown that individuals are usually concerned with their daily challenges and have little interest in preserving the environment (Muzaffar and Emine, 2005). Muzaffar and Emine (2005) suggested remedies for the current situation in Turkey. Those remedies include: educating

consumers about the result of their consumption habits on the long run, 2) rewarding concerned consumers as type of encouragement, 3) more media focus on concerned consumers, and 4) collaboration among media, government and private sector for spreading the awareness (Muzaffar and Emine, 2005).

Turkish constitution is in 1961 (Ozdemir, 2003). Concerns regarding ecological problems grew rapidly in the 1980's especially in the industrial areas of Turkey (Ozdemir, 2003). More explanations were added to the Turkish constitution in 1982, which led to the use of natural gas, thereby reducing pollution in rural areas. Moreover, Turkey started to change its education system to include environmental studies at the university level with the growth of environmental engineering. This happened because of Turkey's continuous attempts to join global organizations and the European Union (Ozdemir, 2003). [57]

5.9 Turkish consumers' confidence

Consumer Confidence in Turkey decreased to 74.91 in March of 2013 from 76.66 in February of 2013. Consumer Confidence in Turkey is reported by the Turkish Statistical Institute. Historically, from 2004 until 2013, Turkey Consumer Confidence averaged 90.99 reaching an all time high of 111.90 in February of 2004 and a record low of 68.88 in November of 2008. Turk Stat Consumer Tendency Survey aims at finding out consumer tendencies and expectations for general economic course, job opportunities, personal financial standing and market developments in order to assess their expenditure behavior as well as their expectations. The survey covers all individuals at the age of 15 and above having a job in urban and rural areas of Turkey that provides income, who are employed as samples in Household Labor Force Survey. The index is evaluated between 0 and 200. If it is above 100, it means consumer confidence is optimistic. If it is below 100, consumer confidence is pessimistic. 100 refer to neutral opinion in consumer confidence. This page includes a chart with historical data for Turkey Consumer Confidence. [41]

Table: 4

6 CONCLUSION

Today's marketplace is becoming more globally integrated, yet companies are becoming more aware of cultural differences. These differences consist of language, cultural tastes, legal requirements, distribution channels and so on. For example, some studies suggested that Maslow's hierarchy of needs theory differs from country to country. In west, people may well be interested in esteem and self-actualisation, whereas in less developed nations, the needs are likely to be far more basic. Those who ignore these facts and over-standardize their products/services are at risk of cultural blunders which will lead to failed ventures. The another important point which also suppose to be considered by marketers is new type of consumer. Meeting the new generation consumers' needs is getting more complicated. The new type of consumer's expectations are higher than old generation consumers. They want to use authentic products which fulfill their specific needs. Thus, adaptation marketing strategy seems obligatory for multicultural companies.

As an emerging market, Turkey has a very specific consumer portfolio which has to be understood very well in order to apply a successful marketing plan. Turkish consumers like to be understood by saler. They really care whether said a product or service qualifications meet their needs and expectations. Therefore, the globalization won't be enough as a main marketing strategy. The companies which have desire for establishing a long term business relations with Turkey, firstly, should get to know the actual situation in terms of all important dimensions. Following to this, they should consider Turkish consumer's special requriments by knowing their cultural and historical background.

I examined Turkish culture and Turkish consumers' behaviors as a focus study to show the connection between culture and consumption structure. It is clearly seen that culture has a big impact on purchasing habits. On the other hand, I must say that there is no simple all encompassing theory for human needs. Every individual has different needs and desires. Therefore it is not possible to come up with theory, which satisfies all different needs and desires. It is no matter the Turkish culture or any other.

7 RECOMMENDATIONS

In the final chapter I will provide my recommendations based on the findings of the thesis. I think that my suggestions might be helpful the global companies about improving their international business marketing strategy in Turkey.

- **Adaptation vs. Standardization**

The companies should simultaneously focus their attention on aspects of the business that require global standardization and aspects that demand local responsiveness. Operations in Turkish market necessitate the maintenance of the appropriate local flexibility. Making differentiations and adjustments in business marketing strategies among markets can give profits and be proper way to maintain competitive and societal advantage. In this sense balance between standardization and adaptation is critical issue in international business marketing strategy. In Turkish market, global companies' success depends on combination of adaptation and standardization in their operations. I recommend balancing between these two aspects and develop their strategies according to differences among all regions in Turkey which they operate.

- **Analyzing external environment**

For the companies, it has to be essential to realize, how important is to examine of local market prior to a new establishment. Identifying which environmental factors will affect the company, which will require adjustments, and which can be influenced by the company.

Situation in emerging markets is unstable, this markets is in transition process, in under development. After establishment it is highly necessary to follow this development carefully and identify early ongoing trends on the market.

Changes in economy, financial market, political system and legislation can rapidly affect the consumers' buying behaviors. Therefore global companies should follow the development of the markets which they operate in order to be able to successfully position themselves and their strategy.

On the other hand while companies bring new values to local market to get profit and to increase their position in the market, they also have to influence positively local society by providing benefits for them such as supporting social activities and contributing society. In that way, they can be more close to local society and to present company like a local.

The global companies should continue to participate in community life through local events such as social activities and sponsorships. As it was found through my research in Turkey, if the global companies take place at important days such as religious and national holidays as sponsorship give a very good impression to public.

The global companies also should support the development of business events and exhibitions related to their business field in Turkish market to increase the role and importance of their business position in their business field among potential customers.

- **Building strong and long-term relationships**

In order to increase the competitive advantage and gain an increased loyalty among the Turkish customers, distributors and retailers, companies need to effort developing personal relationships with them. Through the Turkish experiences, I deduced that motivations and incentives play crucial role for the global companies which want to be interesting to Turkish customers. They must use these kinds of motivations and incentives for their customers, distributors and retailers for each country where they operate.

- **Successful international business marketing strategies**

➢ Marketing communications play an important role in the development of brands and product awareness. It provides emotional selling attributes which can enable consumers to make positive brand associations and to affect buying behavior. In my opinion, spending time on deeper understanding communication activities and way of using them can be useful for the global companies which want to enter Turkish market.

➢ The global companies may also develop cooperative advertising campaigns or provide

advertising allowances to encourage retailers to promote their product/service. It is also useful to strengthen relationships between the company and retailers.

➢ The most of Turks prefer to live with family. Turks usually like to find everything in same place. As the big, complex markets can provide a wide range of products/services, the companies should make their products/services widely available in all kinds of big markets, shops etc.

➢ Considering the fact that most of sectors are growing up in Turkey the global companies might change their preferences from indirect to direct distribution and to focus on building strong and long-term relationship with customers.

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